UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/1990/51
16 March 1990

ORIGINAL: ENGLISH

Thirty-seventh session
28 May-22 June, Geneva
Item 6 of the provisional agenda
UNFPA

SUPPORT

UNITED NATIONS POPULATION FUND

Progress of office automation activities during 1989

Report of the Executive Director

SUMMARY

The Executive Director presented a proposal for a "Strategy of UNFPA for office automation including the development of a management information system" (DP/1989/42), to the thirty-sixth session of the Governing Council. The Governing Council approved the proposal and requested the Executive Director to report on the implementation of the strategy to its thirty-seventh session. This report, therefore, has been prepared to inform the Governing Council of the status of the implementation of UNFPA's office automation strategy and the activities undertaken during 1989.

INTRODUCTION

1. This report has been prepared in response to Governing Council decision 89/49, paragraph 7, which approved "the proposals for 1990-1991 of the Executive Director on the strategy of the United Nations Population Fund for office automation, including the development of a management information system (DP/1989/42), taking into account the report of the Advisory Committee on Administrative and Budgetary Questions (DP/1989/45)", and requested "the Executive Director to report on the implementation of the strategy at the thirty-seventh session (1990) of the Governing Council". The Council also approved the conversion of two temporary Professional posts to regular posts and the creation of two temporary Professional posts in the Fund's MIS Unit (decision 89/49, paras. 10 and 11).

2. As noted in document DP/1989/42, the purpose of UNFPA's office automation and management information system (MIS) is to enhance the Fund's ability to deliver population assistance by improving its administrative efficiency and ability to monitor and evaluate programmes and projects. The proposed office automation plan approved by the Council last year is designed, when fully implemented, to improve staff productivity and efficiency by: (a) providing staff with the means to access financial and substantive information; (b) computerizing manual data-entry activities; (c) eliminating duplicate entries of data; (d) computerizing inventory and procurement procedures; (e) simplifying publications distribution; and (f) providing technical staff with more effective tools to analyze data, set targets and devise forecasts using microcomputer-based scientific software. The plan also seeks to implement the MIS strategy in the Fund.

3. The priorities of the office automation/MIS strategy, as put forth last year in document DP/1989/42, are: (a) to rationalize the Fund's financial monitoring system and to develop a substantive monitoring system that will be integrated into a unified central database during the 1992-1993 biennium; (b) to provide computer equipment and training to all staff; (c) to improve the Fund's word-processing system; and (d) to provide automation for procedures related to daily office operations that are being performed manually. The purpose of this report is to inform the Governing Council of the tasks undertaken and the progress made in these priority areas in the implementation of the strategy during 1989, in particular from July 1989 until March 1990. It also presents the activities to be undertaken in 1990.

I. BACKGROUND

4. As reported to the Governing Council last year, the first steps taken to introduce computerization at UNFPA were in the area of financial accounting and were actually initiated by the United Nations Development Programme (UNDP) as part of its efforts to improve its own system of financial accounting. However, as a result of the institutional arrangements between UNDP and UNFPA, UNDP incorporated UNFPA project expenditures in the UNDP financial system through the various computerized ledger files it maintains. UNDP also developed a Programme Project Management System (PPMS), which is a system for monitoring all financial transactions of programmes and projects. UNDP provides on-line access to the PPMS to users at UNFPA, although it does not allow direct access to its accounting ledgers. The PPMS serves as one of the main sources of computerized data for both the Finance Branch and programme divisions of UNFPA.

5. Thus far, the main benefits derived from the efforts to introduce office automation at UNFPA include an overall increase in the accuracy and speed of staff members in the performance of their duties and the increasing availability of sophisticated, easily accessible programme monitoring tools. However, owing to the Fund's understandably cautious approach to office automation and MIS, new equipment has been introduced on an ad hoc basis, addressing needs in word processing, financial control and programme monitoring as they arise. The impact of such an approach has been tangible, but not sufficient. Indeed, the initial success of these efforts, together with the apparent limitations, has only created ever-greater awareness of the need to develop a full-fledged, systematic MIS at UNFPA.

6. The work plan for 1989 was modified in accordance with available resources and the priorities of the Fund. The progress made in the various activities undertaken during 1989 and the first part of the current year are described in the remaining sections of this report.

II. IMPLEMENTATION OF THE OFFICE AUTOMATION STRATEGY

A. Establishment of MIS infrastructure

7. In the beginning of 1989, UNFPA prepared a long-term MIS plan of action (strategy), which was submitted to the Governing Council as part of document DP/1989/42. The actual development of the strategy started in the latter part of 1989.

8. During 1989, UNFPA began efforts to develop a viable organizational structure for its MIS Unit based on the day-to-day needs of the Fund. Job descriptions for the required personnel resources in the MIS Unit were reviewed, posts redefined (if necessary) and reclassified, and duties and responsibilities re-assigned in the light of the Governing Council's approval of the MIS strategy. The Fund filled two of the four vacant Professional posts in the MIS Unit and is actively recruiting qualified persons for the remaining two Professional posts. It is envisioned that these posts will be filled by May 1990.

9. In the second half of 1989, UNFPA began preparation of policies and procedures concerning the use of the Fund's MIS. The areas covered include the management and use of the Fund's personal computer local area network (PC-LAN); data security; documentation; and user manuals. As this document is being prepared (March 1990), the preparation of user manuals is at a well advanced stage.

B. Office automation

Establishing standards

10. One of the first things that UNFPA did in its efforts to develop an effective system of office automation was to establish office automation standards for both the field offices and headquarters. The standards cover, among other things, PC hardware and software to be used throughout the Fund. UNFPA took special care to ensure that the equipment selected: (a) would be compatible with that at the United Nations Secretariat and UNDP; and (b) could easily and cost-effectively be adapted to keep pace with new and rapid technological advances in the area of micro-computers and related software.

11. UNFPA also established standards for wiring required for data transmission purposes. In this vein, the Fund has been able to minimize costs and maximize efficiency by taking advantage of ongoing construction work during the renovation of UNFPA premises to install an integrated, universal wiring system that could meet the requirements of both voice and data transmissions.

Installation of computer system network

12. During 1989, the UNFPA work plan in this area focused mainly on expanding the local area network to accommodate larger numbers of users and applications and to enhance connectivity.

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READEX FICHE

13. In order to help meet the immediate needs of UNFPA headquarters staff, the Fund procured a total of 70 PCs and 25 printers during 1989. An additional 30 PCs and 13 desktop printers were procured and installed by the end of February 1990. Orders have been placed for 30 additional PCs in the current year. Table I provides the breakdown of PCs installed at headquarters by Division.

14. All 160 PCs at headquarters are now connected to the LAN, including 25 PCs that had been procured prior to 1989, some 60 PCs that were purchased during 1989, and the 30 PCs that were installed in early 1990. Both the capacity and number of the network servers have increased during 1989 -- the capacity from 260 Mega Byte to 580 Mega Byte, and the servers from 2 to 3.

15. The MIS' capabilities at UNFPA headquarters expanded significantly with the installation in September 1989 of a communication "gateway" to UNDP mainframe computers. This opened an avenue of communications between UNFPA and other computers within the United Nations community, such as the New York Computer Service (NYCS) at the United Nations Secretariat and the International Computing Centre (ICC) in Geneva. As a result, mainframe data once available to programme units of the Fund only through the Finance Branch are now directly available.

16. Moreover, to meet the ever-increasing needs for information management in the field, during 1989 UNFPA placed purchase orders for a total of 37 PCs and 30 printers, thereby responding to the requests of 32 field offices. Most of this equipment has already been procured and delivered. The Fund has ordered an additional 40 PCs and 30 printers to be installed in 28 other field offices during 1990. As a result, once this equipment is installed, 73 UNFPA field offices (53 with UNFPA Country Directors and 20 without) will have access to computers. Table II provides details of current and projected PC installation in UNFPA field offices.

Electronic communication

17. The MIS Unit provided technical support for the installation of a LAN-based telex system. The new system enables any LAN-based PC to send telex messages directly to any other PC connected to the LAN. UNFPA also installed an internal electronic mail system which makes use of the local area network. Furthermore, the Fund increased the number of facsimile machines at headquarters from two to eight. This has tangibly improved the communication capabilities of the Fund, especially between headquarters and the field.

Word processing

18. One of the most common uses of computers at UNFPA continues to be word processing. UNFPA's first step in the area of word processing was to establish a standard system Fund-wide. The specialized (dedicated) Wang word-processing equipment that the Fund had been using was quite old and in need of constant repairs. Moreover, the Wang equipment at headquarters was rather outmoded technologically and thus could not be integrated with other equipment in the Fund. In view of the increased operational and maintenance costs being incurred, as well as the limited range of functions performed, UNFPA decided against a system based on dedicated word-processing equipment, opting instead for a LAN-based system of standard general-purpose IBM-compatible PCs. Such a system could easily accommodate all of the Fund's word-processing needs as well as perform a wide range of other functions. The Fund also decided to use WordPerfect as the word-processing standard for UNFPA headquarters and field offices because of its versatility and adaptability to other systems. WordPerfect had the added advantage of being the system used by UNDP.

C. Training

19. The switch to a PC-LAN system required the intensive training of staff. UNFPA therefore immediately drew up a work plan to train staff at headquarters in the use of personal computers, the LAN, and common commercial software packages such as word processing, spreadsheet analysis, computer graphics, and database management. Table III indicates the scope of the training conducted in the area of personal computers during 1988-1989.

20. As the number of PCs has increased so has the number of software packages available to users. In addition to WordPerfect, the local area network of PCs at UNFPA is equipped with Lotus 1-2-3, dBase III Plus, Foxbase, Microsoft Charts, Harvard Graphics, Multimate, Systat, Reflex, Ventura and Micro-ISIS packages. In addition to providing training to three-quarters of all headquarters staff members in the most widely used software packages in the Fund (MS-DOS, WordPerfect, Lotus 1-2-3, dBase III and Harvard Graphics), UNFPA has also attempted to tailor the training of certain staff to meet the specific needs of their units.

21. Specifically, 161 staff members were trained in the basic operation of PCs, including the use of DOS (Disk Operating System) and network facilities. Training in other areas was as follows: 101 staff members in the introduction to WordPerfect, 70 in

introductory Lotus 1-2-3, 9 in introductory dBase III, 25 in Harvard Graphics, 24 in advanced Lotus 1-2-3, and 9 in advanced dBase III. A limited number of staff members (a total of 6 persons) were trained in the use of the Ventura desktop publishing software, while 3 members of the MIS Unit received training in management of the local area network. The total number of person training days for the year came to 800, of which 352 person-days were conducted between June 1989 and October 1989.

D. Management information systems

22. In 1989, in the area of management information systems, UNFPA continued to focus on providing staff with basic systems to help manage programme and project data, primarily through ready access to and retrieval of information on current and past allocation figures, year-end expenditures, decentralized approvals of projects, and planning forecasts and scenarios. Although the Fund made extensive use of the PC-LAN for these applications, it continued to maintain access to the mainframe computers at UNDP and New York Computing Services (NYCS), in particular to the Programme Projects Monitoring System (PPMS) and the General Ledger Financial Reporting System (GLFRS). Both the PPMS and the GLFRS were studied with a view to improving their data capture and reporting abilities and to integrating expenditure data reported by the executing agencies. Another major aim of the study was to find the most efficient way to implement systems incorporating allocation and expenditure data on a single PC network. This resulted in the refinement of the Programme Management System (PMS).

23. On the applications side, UNFPA has been able to enhance the Programme Management System on the LAN and the Funds Control System (FCS) on the mainframe computer of UNDP by including new features on each. These new features have been added to meet the requirements of the various organizational units of the Fund. For example, the two internal systems now accommodate pipeline and pending figures for planning purposes and can monitor the status of project approvals from decentralized sources. Moreover, a UNFPA working group is in the process of compiling various demographic, socio-economic and development indicators from a number of sources with a view to loading such data onto the network for general use at headquarters and in the field. The United Nations Statistical Office provided advisory services for this working group.

Programme Management System

24. The major application currently on the LAN is the financial monitoring of programme and projects, developed in Foxbase. All

UNFPA programme units are currently making extensive use of the system. The PMS imports current allocation and expenditure data from the mainframe computers and disaggregates it by project, country, region and other desired categories. Also, the data-entry modules of the system require the entry of pipeline and pending projects as well as of projects for which no allocations have yet been made. The modules further require that allocation figures for projects be entered according to approval authority. PMS combines these various categories of data and makes them available for the most widely used of the Fund's more than 60 built-in preformatted reports, which can be accessed through a menu-driven scheme by all users.

25. During 1989, a number of rigorous training sessions were held with individual programme divisions in the Fund on the use of this system. A preliminary version of the user manual was distributed to users for their comments. The final version of the manual is to be completed in April 1990.

Funds Control System

26. This system offers increased facility for monitoring budget lines of programmes and projects. The Funds Control System integrates the process of project budget preparation with that of monitoring project allocations and expenditures. It enables users to connect expenditure data with allocation data through access to the general ledger files on the mainframe. The FCS also has the capability for incorporating agency expenditures into budget line preparations. The ability to access detailed project expenditures by budget line and to compare these figures with actual allocations will likely prove to be an extremely useful monitoring tool. The possibility of incorporating the formulation, maintenance and monitoring of project budgets into the same application will greatly facilitate the work of the programme units.

27. During 1989, UNFPA, in collaboration with UNDP, adapted the UNDP Funds Control System to accommodate UNFPA's requirements. The testing of the system was begun late in 1989 and will be continued during 1990. Past and current data on allocations were input into the system, and linkage with the general ledger files on the mainframe was accomplished. Data on year-end allocations were created from archives and integrated into the system.

28. UNFPA held demonstrations for user groups on the potential of the system and provided training on the use of the system. The reporting facility is already being used by the Fund's Finance Branch, Procurement Branch, Programme Co-ordination, Management and

Field Support Office (PCMFSO) and a number of the other organizational units. The preparation of the FCS user manual was started in early 1990.

Population Indicators' DataBase

29. UNFPA has been providing assistance in the area of developing demographic and population-related databases and is itself a potential user of population-related indicators in its project and programme formulation exercises. Accordingly, the Fund set up a working group to study the needs of UNFPA for these types of data. The working group submitted its final report to the Executive Director in August 1989. The outcome of this study has proven to be a useful starting point for the compilation of relevant data and the setting up of the database.

30. The initial version of the database, consisting of population estimates and demographic indicators published by the Department of International Economic and Social Affairs (DIESA), was further enhanced in 1989 and made available on the LAN for easy reference. A user manual was also prepared.

Lessons Learned DataBase

31. The development of the database of lessons learned from evaluations, as reported to the Governing Council in 1989 (document DP/1989/42), was begun in 1988. The Lessons Learned Database was further enhanced during 1989, and it was put on the LAN to make it accessible to all the users in the Fund.

Gender consideration in UNFPA-funded projects

32. The Special Unit for Women, Population and Development, in line with UNFPA's strategy to strengthen the capacity of the Fund to deal with issues concerning women, population and development, requested that a database related to gender considerations in UNFPA-funded projects be developed. The development of the system was undertaken in late 1989, and the first phase of the system was completed in the first quarter of 1990.

Programme Project Monitoring and Evaluation (PPME)

33. The working group on Monitoring and Evaluation incorporated the concept of a Project Management Plan (PMP) into its draft guidelines of October 1989. The working group recommended that the PMP should be an on-line system for monitoring the progress of projects on continuous basis. Thus all relevant information is to

be input into the computer as and when it is collected. The computerized PMP will have the facility to compile project information in pre-designed formats for presentations at meetings and for reports.

34. Participants in the Global Meeting of UNFPA staff held in Noordwijk, the Netherlands, 10-13 November 1989, welcomed the draft monitoring and evaluation guidelines which included the concept of PMP. The PMP will form the basis and core for the development of the Programme Project Monitoring and Evaluation (PPME) system in the Fund. It will combine textual (qualitative) information concerning projects with financial information, and will make such information available through an on-line system that can be accessed by users both in the field and at headquarters.

E. Targets for 1990

35. On the basis of the report of the Executive Director to the thirty-sixth session of the Governing Council, the Council approved, in addition to the MIS staff, $360,705 for training in electronic data processing (EDP), $352,504 for EDP services, $141,880 for EDP supplies, $758,000 for systems development, and $816,253 for office automation and hardware and software for the 1990-1991 biennium. In accordance with the strategy of UNFPA for office automation, including the development of a management information system (document DP/1989/42), during 1990 UNFPA expects to achieve the goals described below.

Office automation

36. In the area of office automation at headquarters, UNFPA plans to increase the ratio of PCs to staff to 1:1 among General Service staff and 1:2 among Professional staff by the end of 1990. Also, the Fund intends to increase the file server capacity of the LAN to meet the increasing demand for capacity by leasing, beginning in the month of August, a mini-computer to be linked to the LAN.

37. In the field, UNFPA plans to equip each field office that has either a resident UNFPA Country Director or a programme officer (national or international) with at least one PC during 1990. In general, the Fund intends to increase the PC to staff ratio in the field offices, excluding non-clerical staff such as drivers and custodians, to at least 1:2 by the end of 1990. The Fund will also equip all of its field offices with the WordPerfect word-processing software. Furthermore, where feasible, UNFPA will study the possibility of linking its field office automation with the local area networks UNDP plans to set up in 1990.

Electronic communication

38. During 1990, UNFPA is going to trial-test computer-to-computer communications in at least five field offices. This will require establishing a hardware infrastructure at headquarters and in the five field offices consisting of personal computers, modems and communication "gateways". The Fund will also establish standard software packages for the electronic communication between selected field offices, negotiating formal contracts with the International Computing Centre in Geneva and with international commercial carriers to provide technical and electronic assistance. As regards regular communications between headquarters and the field, UNFPA will maintain and enhance the LAN-based telex and facsimile systems as well as the internal electronic mail system as the need arises.

Training

39. UNFPA plans to organize at least one training course in basic computer usage for each General Service and Professional staff member. The Fund will also organize courses to refresh or update skills acquired during previous training. The courses planned for 1990 include basic PC-MS/DOS operations, word processing, spreadsheets, local database management, desktop publishing and charting. More-advanced training in various areas will be provided to MIS focal points in various software in accordance with assessed needs. In-house training will cover UNFPA applications of these basic skills as well as of such systems as programme management, field office accounting and funds control systems.

40. Training in basic computer skills for field offices will be held locally, while training in specific applications will be held on a regional basis.

Management information system

41. UNFPA's activities in the area of management information systems will continue to be closely allied with those of UNDP, including the adoption and modification of the Field Office Accounting System (FOAS) for UNFPA use, and the development, implementation and testing of a PPME system in line with the UNDP TURBO-PPMS. The end-product will be a system capable of providing accurate, timely, and integrated data on programme/project activities, both quantitative and qualitative, and will allow for the aggregation of project and programme data at the field and headquarters level. The system, when combined with the evaluation lessons learned database, socio-economic indicators and existing

project-related information, will provide a more comprehensive information system for UNFPA's activities.

42. Virtually all activities related to the development of the Programme Management System will be completed in 1990. The PMS will then be able to combine allocations/expenditures and decentralized approvals in a single system on the network. System and user manuals will be completed. Moreover, reports customized in a format conducive to the needs of the Fund's Project Review Committee and other committees will be built into the computerized system.

43. The Funds Control System will be enhanced to include a directory facility as well as information on pending pipeline projects and commitments in the system. The directory facility will make it possible to trace all the projects undertaken earlier that relate to the present project. Efforts will be made to streamline agency expenditure data and their incorporation into the Funds Control System. An interface to exchange data from the Funds Control System directly to PC software will be added.

44. The Field Office Accounting System developed by UNDP will be further adapted to the UNFPA environment and tested in five field offices. An interface between the Field Office Accounting System and the General Ledger Financial Reporting System will be created.

45. UNFPA will develop a computerized monitoring system integrating such data as allocations and expenditures, long- and short-range objectives of projects, various inputs, implementing and executing agencies, and achievements. Data from periodic progress reports and extracts of tripartite reviews and evaluations would also become part of the system.

46. UNFPA plans to continue to assess the Fund's information/data needs as well as the methods of obtaining such information/data from primary sources. Accordingly, the Fund will further pursue the development of an in-house database around UNFPA's central database. This database would especially strengthen the programme development capability of the Fund.

TABLE I
Number of Personal Computers at Headquarters by Organizational Unit

Organizational Unit	Procured prior 1989	Procured during 1989	Procured during 1990	Total
DFPA:	20	11	4	35
Administration	2	3	1	6
Finance	16	1	0	17
Personnel	1	2	2	5
Procurement	1	5	1	7
Geographical Divisions:				
Africa	3	7	4	14
Asia	2	5	3	10
DASE	2	2	3	7
LACD	2	3	3	8
IERD	2	9	2	13
OED	3	8	1	12
PCMFSO	10	12	3	25
RDU	3	0	2	5
WPD	1	1	1	3
TED:	10	12	4	26
ECY	1	3	2	6
Evaluation	3	3	0	6
INT/NGO	1	3	1	5
MCH/FP	2	1	0	3
PPR	3	2	1	6
TOTAL	58	70	30	158

1/ This column includes a total of eight PCs that were procured during 1987 but are no longer in operation.

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TABLE I
Number of Personal Computers at Headquarters by
Organizational Unit
(continued)

Key:

DFPA:	Division for Finance, Personnel and Administration
DASE:	Division for Arab States and Europe
LACD:	Latin America and Caribbean Division
IERD:	Information and External Relations Division
OED:	Office of the Executive Director
PCMFSO:	Programme Co-ordination, Management and Field Support Office
RDU:	Resource Development Unit
WPD:	Special Unit for Women, Population and Development
TED:	Technical and Evaluation Division
ECY:	Education, Communication and Youth
INT/NGO:	International and NGO Programmes
MCH/FP:	Maternal and Child Health/Family Planning
PPR:	Population Data, Policy and Research

TABLE II
STATUS OF COMPUTER EQUIPMENT
IN THE FIELD OFFICES

COUNTRY	ESTABLISHED POSTS		COMPUTERS PROCURED OR PLANNED			
	INT.	LOCAL	PRIOR TO 1989	DURING 1989	DURING 1990	TOTAL
Africa (sub-Saharan)						
Country Director						
Angola	1	4	0	1	1	2
Botswana	1	3	1	0	0	1
Burkina Faso	1	3	1	0	1	2
Burundi	1	2	0	1	0	1
Cameroon	1	3	0	1	1	2
Central African Republic	1	3	0	1	1	2
Congo	1	3	1	0	1	2
Côte d'Ivoire	1	3	1	0	1	2
Ethiopia	2	5	1	1	2	4
Ghana	1	5	1	0	2	3
Guinea	1	2	0	0	1	1
Kenya	2	6	2	0	2	4
Liberia	1	3	0	0	2	2
Madagascar	1	4	2	0	1	3
Malawi	1	2	1	0	1	2
Mali	1	3	0	0	2	2
Mozambique	1	6	0	1	2	3
Niger	1	2	0	0	1	1
Nigeria	2	7	0	2	2	4
Rwanda	1	2	0	1	0	1
Senegal	2	6	1	0	3	4
Togo	1	2	0	1	1	2
Uganda	2	4	0	1	2	3
United Rep. of Tanzania	1	4	0	0	2	2
Zaire	1	4	0	0	2	2
Zambia	1	3	0	0	2	2
Zimbabwe	1	3	1		1	2
Sub-Total	32	97	13	11	37	61
Programme support units						
Benin	0	3	0	0	1	1
Cape Verde	0	1			0	0
Chad	0	2	0	0	1	1
Comoros	0	2	0	0	1	1
Equatorial Guinea	0	1	0	1	0	1
Gabon	0	2	0	0	1	1

TABLE II
STATUS OF COMPUTER EQUIPMENT
IN THE FIELD OFFICES
(continued)

COUNTRY	ESTABLISHED POSTS		COMPUTERS PROCURED OR PLANNED			TOTAL
	INT.	LOCAL	PRIOR TO 1989	DURING 1989	DURING 1990	
Africa (sub-Saharan) (cont...)						
Gambia	0	2	0	0	1	1
Guinea-Bissau	0	2	0	0	1	1
Lesotho	0	2	0	0	1	1
Mauritania	0	3	0	1	0	1
Mauritius	0	2	0	1	0	1
Sao Tome and Principe	0	2	0	0	1	1
Sierra Leone	0	3	1	0	1	2
Swaziland	0	2	0	1	0	1
Sub-Total	0	29	1	4	9	14
Total	**32**	**126**	**14**	**15**	**46**	**75**
Arab States and Europe						
Country Director						
Algeria	1	3	0	1	1	2
Democratic Yemen	1	3	0	0	2	2
Egypt	1	4	1	1	1	3
Morocco	1	5	1	2	0	3
Somalia	1	4	0	1	1	2
Sudan	1	4	0	1	1	2
Yemen	1	3	0	1	1	2
Sub-Total	7	26	2	7	7	16
Programme support units						
Jordan	0	4	0	0	2	2
Syrian Arab Republic	0	3	0	1	1	2
Tunisia	0	4	0	0	2	2
Turkey	0	3	1	0	1	2
Sub-Total	0	14	1	1	6	8
Total	**7**	**40**	**3**	**8**	**13**	**24**

TABLE II
STATUS OF COMPUTER EQUIPMENT
IN THE FIELD OFFICES
(continued)

COUNTRY	ESTABLISHED POSTS		COMPUTERS PROCURED OR PLANNED			TOTAL
	INT.	LOCAL	PRIOR TO 1989	DURING 1989	DURING 1990	
Asia and the Pacific						
Country Director						
Afghanistan	1	2	1	0	0	1
Bangladesh	2	11	2	0	4	6
China	2	2	2	0	1	3
Fiji	1	6	2	0	1	3
India	2	6	2	1	3	6
Indonesia	1	6	2	0	2	4
Nepal	1	8	2	0	3	5
Pakistan	1	7	1	0	3	4
Philippines	1	6	3	0	1	4
Sri Lanka	1	4	0	1	2	3
Thailand	1	6	2	1	1	4
Viet Nam	2	2	2	1	0	3
Sub-Total	16	66	21	4	21	46
Programme support units						
Islamic Republic of Iran	0	1			0	0
Malaysia	0	3	0	1	0	1
Myanmar	0	3	0	0	1	1
Papua New Guinea	0	0			0	0
Republic of Korea	0	2	0	0	1	1
Samoa	0	0	0	0	0	0
Sub-Total	0	9	0	1	2	3
Total	**16**	**75**	**21**	**5**	**23**	**49**

TABLE II
STATUS OF COMPUTER EQUIPMENT
IN THE FIELD OFFICES
(continued)

COUNTRY	ESTABLISHED POSTS		COMPUTERS PROCURED OR PLANNED			
	INT.	LOCAL	PRIOR TO 1989	DURING 1989	DURING 1990	TOTAL
Latin America and the Caribbean						
Country Director						
Bolivia	1	2	0	1	0	1
Brazil	1	3	1	1	0	2
Costa Rica	2	4	0	1	2	3
Haiti	1	3	1		1	2
Jamaica	1	4	1	1	1	3
Mexico	1	4	2	1	0	3
Peru	1	3	1	1	0	2
Sub-Total	8	23	6	6	4	16
Programme support units						
Colombia	0	2	0	0	1	1
Cuba	0	2			1	1
Dominican Republic	0	2	1		0	1
Ecuador	0	3	0	0	1	1
El Salvador	0	3	0	1	0	1
Guatemala	0	2	0	0	1	1
Honduras	0	2	1		0	1
Nicaragua	0	3	1	1	0	2
Panama	0	2	0		1	1
Paraguay	0	2	0	1	0	1
Sub-Total	0	23	3	3	5	11
Total	**8**	**46**	**9**	**9**	**9**	**27**
GRAND TOTAL	**63**	**287**	**47**	**37**	**91**	**175**

TABLE III
Number of Staff Members Trained by
Organizational Unit and Area of Training

Org. Unit	PC/LAN Intro.	Word Perf.	Lotus 1-2-3	dBase III	Harvard Graphics	Adv. Lotus	Adv. dBbase	LAN	Ventura
DFPA:									
Admin.	19	9	6	4	1	2	2	-	-
Finance	7	7	3	8	3	7	-	-	-
Personnel	8	4	-	3	1	-	-	-	-
Geographical Divisions:									
Africa	16	10	10	3	1	1	1	-	-
Asia	17	12	9	3	2	3	2	-	-
DASE	9	7	5	3	4	3	-	-	-
LACD	11	6	4	2	2	1	1	-	-
IERD	12	11	3	1	-	1	-	-	4
OED	12	6	4	2	1	-	-	-	1
PCMFSO	9	8	7	2	7	1	1	3	-
RDU	2	1	1	1	1	-	-	-	-
TED:									
ECY	7	4	3	1	2	1	-	-	1
Eval.	10	5	4	-	1	1	-	-	-
INT/NGO	5	3	2	1	-	-	1	-	-
MCH/FP	6	4	4	3	2	1	-	-	-
PPR	7	3	3	1	1	1	1	-	-
WPD	4	1	2	2	1	1	1	-	-
TOTAL	161	101	70	40	30	24	10	3	6

/...

TABLE III
Number of Staff Members Trained by
Organizational Unit and Area of Training
(continued)

Key:

DFPA:	Division for Finance, Personnel and Administration
DASE:	Division for Arab States and Europe
LACD:	Latin America and Caribbean Division
IERD:	Information and External Relations Division
OED:	Office of the Executive Director
PCMFSO:	Programme Co-ordination, Management and Field Support Office
RDU:	Resource Development Unit
WPD:	Special Unit for Women, Population and Development
TED:	Technical and Evaluation Division
ECY:	Education, Communication and Youth
INT/NGO:	International and NGO Programmes
MCH/FP:	Maternal and Child Health/Family Planning
PPR:	Population Data, Policy and Research

UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/1990/52
30 April 1990

ORIGINAL: ENGLISH

Thirty-seventh session
28 May - 22 June 1990, Geneva
Item 6 of the provisional agenda
UNFPA

SUPPORT

UNITED NATIONS POPULATION FUND

Report on senior management structure at UNFPA headquarters and its implications for post classifications

Report of the Executive Director

Summary

This report is being submitted in response to Governing Council decision 89/49, paragraph 12 (e), by which the Council decided to continue the consideration of post classifications at the D-1 and D-2 levels at its thirty-seventh session and in which it requested the Executive Director to submit a detailed report on all staff reclassifications at these levels and their functions as a basis for the decisions still to be taken. The report describes briefly the development of the Fund since its inception in 1969, the development of its tasks and the present challenges the Fund is expected to meet. The report then describes the human resource requirements and the senior management structure required to meet these challenges, as well as the resulting new tasks and post descriptions and the new classifications of posts which are before the Council for approval.

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INTRODUCTION

1. The Governing Council, in decision 89/49, paragraph 12 (e), decided "to continue the consideration of the classification of the remaining posts, proposed by the Executive Director at the D-1 and D-2 levels, at its thirty-seventh session (1990), on the basis of a detailed report on all staff reclassifications at these levels and their functions, to be submitted through the Advisory Committee for Administrative and Budgetary Questions". This was in response to a request of the Executive Director, put forth in her proposed administrative and programme support services (APSS) budget for 1990/1991 (DP/1989/41), for the approval by the Council of some post classifications in UNFPA as recommended by the UNDP/UNFPA Classification Panel.

2. After considerable discussion, the Council approved all proposed post classifications in the field and at headquarters up to and including those at the D-1 level, with the exception of the new post of Chief of the Resource Development Unit, which it would consider in 1990 pending a review of a detailed report by the Executive Director on all new classifications and reclassifications at the D-1 and D-2 levels. In addition, the Council approved the proposed classification of the post of the Chief of the Programme Co-ordination, Management and Field Support Office (PCMFSO), which was a newly created post, at the D-2 level, but decided to continue consideration of five other posts, also proposed at the D-2 level, in 1990, pending the above-mentioned review. These were the posts of the Chiefs of the four Geographical Divisions and of the Chief of the Division for Finance, Personnel and Administration. The Executive Director had been required to submit these posts for reclassification because the duties and responsibilities of each post had changed significantly as a result of the realignment of the Fund in September 1987.

3. This report, which has been prepared in response to the Council's request in decision 89/49, paragraph 12 (e), is presented in five chapters. The first chapter places the post classifications and reclassifications in perspective by reviewing briefly the evolution of the Fund since its inception in 1969, paying particular attention to the new directions of the Fund in the past three years. Chapter two examines the substantive experience UNFPA has gained during the past 20 years and the implications of the lessons learned for future programming. Chapter three discusses the consequences of these new directions on UNFPA's personnel policy and personnel management. Chapter four provides a comprehensive examination of the functions of the Fund's organizational units and senior management structure. The report concludes with a discussion of the post classifications and a request from the Executive Director to the Council to approve the classification of the remaining six Professional posts at headquarters.

I. THE EVOLUTION OF UNFPA

4. UNFPA was created in 1967 as a Trust Fund of the Secretary-General. It began operations in 1969 and became a subsidiary organ of the General Assembly in 1972 (General Assembly resolution 3019 (XXVII)). When it became operational in 1969, UNFPA had accumulated resources of $2.5 million and it had a Professional staff of three. It grew rapidly in the following years, expanding the size of its programme and increasing its staff accordingly. By the end of 1989, the Fund had an annual income of about $190 million, a Professional staff of some 260 and cumulative disbursements for development activities in the developing countries totalling $1.8 billion.

5. UNFPA's operational and financial growth was paralleled by its growing role in the population field. While continuing to emphasize its role as advocate, UNFPA, over time, developed into the major substantive organization in the United Nations system dealing with population matters, becoming in the process the largest source of multilateral population assistance in the world. The substantive role that UNFPA is expected to play is evidenced not only by the tasks given to it by international fora (e.g., the World Population Conference in Bucharest, Romania, 1974; the International Conference on Population in Mexico City, Mexico, 1984; and the International Forum on Population in the Twenty-first Century in Amsterdam, the Netherlands, 1989), but more so by the fact that developing countries increasingly request UNFPA to assist them not only by providing financial, human and technical resources for formulating and implementing population programmes and projects, but also by developing population programmes for funding by other sources and by assisting developing countries in the overall co-ordination of efforts in the population field.

A. New directions

6. In the late 1980s, after some 20 years of UNFPA operations, it became apparent that changes in the population field necessitated new directions at UNFPA. Indeed, while the needs for assistance continued to increase, most notably in the sub-Saharan Africa region, the nature of these needs had changed significantly, requiring different responses. For example, unlike in UNFPA's early years, all countries now engage in some form of population activities, and many are developing comprehensive, multi-faceted population policies and programmes. The current challenge for the population community in general, and for UNFPA in specific, therefore, is to enhance the quality, effectiveness and further outreach of population programmes, as well as to build up the capacity to provide appropriate population assistance. This requires focusing on the following three elements, which are complementary and closely interrelated: strengthening the substantive aspects of UNFPA's work and strategic programming; moving towards a higher quality of implementation of operational activities; and implementing a number of organizational and procedural changes. Each of these has been pursued since 1987 and continues to be relevant for UNFPA's operations today.

Strategic programming

7. Strategic programming is the process by which all programmes are developed based on an in-depth evaluation of past experience combined with an assessment of new and emerging needs. It also means the development of a programme strategy to serve as a framework for setting priorities, carefully formulating projects and creating conditions whereby monitoring can be given adequate time and attention. To this end, the Fund has reorganized the system for programming, rearranged some of the responsibilities among its different divisions and streamlined procedures. These changes are intended to lead to programmes of higher quality and to a more effective performance on the part of the Fund.

8. The main objective here is a more analytical and critical approach to the Fund's own operations. This requires that attention be directed not only to the formulation of projects but also to the effective monitoring of their implementation. Furthermore, it requires an understanding of why certain strategies are successful and others are not, and how obstacles can be overcome. This knowledge can then be fed back into the formulation of future programmes and projects. Thus, the lessons learned as a result of the more effective monitoring and evaluation of UNFPA programmes and projects allow for a better understanding of how to design new activities. This ongoing process of gaining new knowledge and applying it is formalized in UNFPA's new Programme Review and Strategy Development (PRSD) exercises, which precede the preparation of all new country programmes.

9. UNFPA is thus moving away from the previous method of programming, which at times had resulted in an accumulation of individual, loosely interrelated projects, towards a new type of programming that emphasizes a more comprehensive and more integrated programme. In this way, UNFPA, working closely with the Government concerned, elaborates a programme strategy, identifying key areas of action, programme goals and approaches, target groups, and implementing and executing agencies. The country programmes so developed are based upon the combined inputs of all UNFPA units and relevant government agencies. Under this arrangement, the Fund's technical staff is responsible for conducting sectoral analyses to generate information appropriate to the programme strategy, while the Government concerned remains responsible for the management of the country programme, with the assistance of the UNFPA field staff and the staff of the Geographical Divisions at headquarters. This more analytical approach to programming remains based on the same basic principle that has always guided the work of UNFPA, namely, to extend assistance upon request of Governments which themselves have the responsibility for setting priorities and designing and implementing programmes. The Fund's role thus is to strengthen the Government's capacity to develop and implement population policies and programmes.

10. Countries are increasingly turning to UNFPA not only for funding of programmes and building of capacity but also for guidance in substantive population programming. More and more, governments, institutions and the public at large are looking to UNFPA as the leading professional multilateral organization in population policies and

programmes. This, in turn, is necessitating an increase in the technical capacity of the Fund. UNFPA has responded to this need by making adjustments in its organizational structure (see below) and by adding senior technical staff, which the Council approved at its thirty-sixth session (decision 89/49). As a result, the Fund is now in a position to serve as the repository and synthesizer of knowledge and to facilitate the exchange of experiences as regards operational activities in the population field. This will help ensure that new knowledge gained and lessons learned from programming in the population field will be readily available to be fed back into operational activities. It is therefore essential that UNFPA continuously improve its substantive capacity in order to strengthen its role as a funding organization and to enhance the quality of its programme. This will have the added advantage of strengthening UNFPA's capacity to utilize more fully the technical expertise for project design and implementation of United Nations specialized agencies, other United Nations bodies and international and national non-governmental organizations (NGOs).

Co-ordination

11. One of the requirements for strategic programming is co-ordination. Meaningful and systematic co-ordination, spearheaded by the Government, is one of the best ways to ensure that all parties, at national and international levels, include population as an integral part of all development activities. In addition, there is a need for a mechanism to achieve better co-ordination of population activities at the international level. UNFPA is ready to answer the call of the Amsterdam Declaration in this regard and to serve "as a focal point and facilitator for channeling and co-ordinating expanded levels of international population assistance to recipient countries", whenever and wherever this is required. Moreover, UNFPA, insofar as is possible, follows closely the recommendations of the General Assembly resolution on operational activities of 1987 (A/RES/42/196) and of 1989 (A/RES/44/211) and also actively supports the co-ordination efforts of the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD).

12. A further element of the Fund's new directions is an improved and more qualitatively oriented implementation of operational activities. In June 1987, UNFPA presented to the Governing Council a review of UNFPA's experience on the implementation of programmes (document DP/1987/36). The Council welcomed the report's frank discussion of problems in implementation and directed UNFPA to undertake the measures necessary to remove obstacles to a more effective implementation. A main thrust of the Fund's report was to call attention to a more qualitative approach to implementation, thus focusing more on substance and effectiveness of activities and not just on financial implementation rates.

13. As a follow-up to that report, UNFPA is undertaking a number of steps, such as revising programming procedures and seeking a more effective use of monitoring and evaluation. The Fund is also holding close consultations with UNFPA's executing agencies on specific problem areas. As the most recently conducted PRSD exercises show, there is already a marked improvement in programme delivery, quantitatively as well as qualitatively.

Decentralization

14. Another integral component of the new programming process is decentralization. This became operational in 1988, as UNFPA initiated the decentralization to the field of various programme functions and responsibilities, in particular as regards programme development and project appraisal, as well as approval of some funding arrangements in countries in which UNFPA has a Country Director in residence. Similarly, UNFPA has also to a certain extent decentralized approval or rephasing of funds for projects within UNFPA headquarters itself as well as to United Nations specialized agencies.

15. The Fund's experience with decentralization is still limited, as the new policies and procedures have been in place for only a short period of time. Nevertheless, a review of the experience to date shows that, although some problems have been encountered, overall the feedback has been positive. One of the immediate results of the decentralization policy is the greater involvement of UNFPA's field staff in programming and technical appraisal of country projects. In order to assist field staff in carrying out the new responsibilities related to project development, appraisal, monitoring and evaluation, UNFPA is making funds available through "umbrella projects".

Such projects provide UNFPA's field staff with resources to hire international and national consultants and to organize seminars and workshops at the country level for these project activities.

16. Similarly, decentralized project approval authority has been given to relevant headquarters units, in particular to the Geographical Divisions. The delegation to the Country Directors of authority to appraise and approve new country projects up to a certain budget limit allows the Geographical Divisions to devote more time to the substantive management of their country activities at the programme level. The Divisions can thus take a more active role in programming, appraisal, monitoring and evaluation, and can channel support to the field offices in a more effective manner.

17. Further decentralization is under way or intended in the future. This refers to project implementation, an area in which most decisions should be taken at the country level. This includes decentralization of procurement to UNFPA's field offices and to Governments when they are functioning as executing agencies of UNFPA-funded projects. Thus, UNFPA's efforts to strengthen national execution (by Governments or by national NGOs) are supported by further decentralization.

Resource mobilization

18. Another area which requires UNFPA's special attention is that of increased resource mobilization. While major responsibility for resources -- as well as for all other policy and programme elements -- rests with the Governments of the developing countries, it has never been clearer than it is today that the international community must stand ready to commit significantly greater financial resources in the coming decades in support of population activities of developing countries. In fact, there is need for substantial improvement since population assistance as a proportion of official development assistance has not increased since 1970. It remains around the modest level of 1.3 per cent and presently amounts to less than US $600 million annually. It is thus necessary that UNFPA encourage the world community to set financial targets for international population assistance for the year 2000, both in terms of the absolute amount and in terms of the relative share of official development assistance, and that UNFPA similarly urges developing countries to support their own population programmes not only in terms of political will but also with the required financial resources. UNFPA, therefore, is conducting fundraising not only for its own activities, but also for population activities in general.

B. Response by the Council

19. The new directions described above required or were directly related to changes in two other areas. They called for improvements in UNFPA's personnel policies and practices (see chapter III below), and required changes in the Fund's organizational structure (see chapter IV below). These improvements were initiated in 1987 and have been systematically pursued since then.

20. The Council has strongly supported the initiatives and new directions of the Fund, expressing its approval at the thirty-fourth, thirty-fifth and thirty-sixth sessions in decisions 87/30 I, paragraph 14, 88/34 I, paragraph 2, and 89/46 A, paragraph 2. For example, in decision 87/30 I, paragraph 14, the Council: "Notes document DP/1987/36 on implementation experience and endorses the strategies outlined in this document to continue, in close co-operation with the agencies, to improve implementation of the United Nations Population Fund programme, particularly in its support for strengthening of technical backstopping, including, inter alia, increased technical resources and the strengthening of the Fund's technical capacity; endorses further decentralization to the field offices and the need for staff training of the recipient countries; and urges the United Nations Population Fund to take technical expertise, competence and past performance into account in proposing implementing entities to recipient Governments." Decision 88/34 I, paragraph 2, in turn, "Notes with satisfaction the new programme directions of the Fund, in particular improved substantive analysis, strategic programming and staff development and training". Decision 89/46 A, paragraph 2, echoed this theme.

II. UNFPA'S SUBSTANTIVE EXPERIENCE AND ITS IMPLICATIONS FOR THE FUTURE

21. During 1988 and 1989, UNFPA conducted a review and assessment of the experience gained in 20 years of operational work in the field of population. The review and assessment showed that the gains made are striking: most developing countries now have some form of population programme and many have national population policies. Almost all Governments accept the need for birth spacing and family planning and undertake the role of information and service providers. As a result of both government and private actions and with the assistance of the international population community, contraceptive prevalence in the developing world is currently slightly less than one in two couples, or 48 per cent. However, if China is excluded, the rate is only one in three couples. It is clear that current efforts are far from reaching all individuals who want to practice family planning but do not have the means to do so and still further away from reaching all those who must be reached if the United Nations medium variant population projection for the year 2000 is to be realized. (This will require an increase in user couples from 326 million to 535 million.) Also, success in population programmes, like in other development programmes, has been uneven, varying from country to country and from region to region within countries. Moreover, information about what works where and when has been scarce and dissemination of it even scarcer.

22. The review and assessment found that even though the social, economic, cultural and political situation varies from country to country and each country must make its own decisions regarding its policies, strategies and programmes there are, nevertheless, many general lessons to be learned from the accumulated experiences of all countries as well as those of organizations active in the population field. They are, for example: that political commitment at the national, regional and global levels is the first essential ingredient in programme success and that, therefore, awareness-creation among policy-makers continues to be an important task; that a strategic national population plan and programme based on appropriate data is required, providing a framework for action for all sectors and institutions involved; that support from and complementarity with other development programmes should be present and, in particular, that education and employment of women are two of the most critical determinants of lower fertility rates; that programmes must be tailored to fit the needs and perceptions of the people and that socio-cultural studies and community involvement are needed to assess them; that full information and services of high quality, including a variety of safe and affordable contraceptives, must be widely available; that Governments must enlist the aid of all relevant ministries, non-governmental organizations and the private sector in helping meet the needs of population programmes; and that each of these entities must have a well-developed management capacity. The final and perhaps most important finding of the review and assessment is that if programmes are to succeed, considerably higher levels of resources, both human and financial, are urgently needed from both national and international sources.

23. The International Forum on Population in the Twenty-first Century in Amsterdam confirmed these findings. The Amsterdam Declaration called on all countries to set goals for reaching the United Nations medium variant projection of world population for the year 2000, namely 6.2 billion. These should include, as a minimum, a reduction of the average number of children born per woman by increasing the proportion of women and men using reliable methods of family planning from the current 326 million to 535 million in the year 2000 and by reducing the number of early marriages and teen-age pregnancies; a reduction of infant and maternal mortality; and an increase in the average life expectancy. The Forum recognized that to achieve these goals, countries must address the critical issues referred to in paragraph 22 above and make the necessary financial commitments. The Amsterdam Declaration, furthermore, specified the roles that the different parties -- Governments of developing and developed countries; parliamentarians; the United Nations system, in particular UNFPA, and the World Bank group; the NGO and private sector, especially women's organizations; and the communications media -- must play, emphasizing the need for each to co-operate fully in the implementation of its recommendations. The General Assembly of the United Nations recently took note with appreciation of the Amsterdam Declaration and asked UNFPA "to examine, in particular, the implications for population programmes of the Amsterdam Declaration and to develop further the analysis of resource requirements for international population assistance" (A/RES/44/210). The General Assembly also requested that the Fund report on this through the Governing Council and the Economic and Social Council. UNFPA has done so in document DP/1990/44.

24. The Amsterdam Declaration, building on the key role assigned to UNFPA by the International Conference on Population in 1984 (that of global monitoring of multilateral population programmes) and on the results of the review and assessment, calls on UNFPA specifically:

(a) To adapt organizational and decision-making structures to accommodate the demands of an ever-expanding international population programme;

(b) To strengthen further the capacity of UNFPA to foster international awareness creation;

(c) To strengthen and expand support to all types and levels of training, especially technical and management training and curriculum development, thus contributing to institution building;

(d) To act as a focal point and facilitator for channeling and co-ordinating expanded levels of international population assistance to recipient countries.

25. The new directions of UNFPA, described in chapter I of this report, and the results of the review and assessment, described in chapter II, have implications for UNFPA's personnel policy, described in chapter III below. Both also confirm further the usefulness of the functional and substantive consolidation of duties and responsibilities that resulted from the realignment at UNFPA headquarters, initiated in 1987, as described in chapter IV below.

III. CONSIDERATIONS ON UNFPA'S PERSONNEL POLICY

26. As shown above, UNFPA is not only providing technical assistance in the population field, but is also mobilizing and co-ordinating relevant technical co-operation. UNFPA must therefore employ staff who have technical competence in the substantive area of population and who have had hands-on experience with population activities in the field. This, in turn, has consequences in the areas of personnel policy and personnel management, notably the following.

27. If UNFPA is to meet the challenges that lie ahead, it must have well-defined human resource development activities. For example, the Fund needs to identify the specific type and number of staff required to fulfil UNFPA's tasks in the years to come. Such succession planning is doubly important at this time, since 21 of UNFPA's 167 international Professional staff are scheduled to retire in the next five years (1990-1995). Most of these are at senior levels. In the following five years, 1995-2000, another 33 staff members at the international Professional level will retire. This total of 54 staff members accounts for one-third of UNFPA's current international Professional staff. The successors in these 54 positions are either already staff members of UNFPA or will have to be recruited. Well-defined staff development activities thus require a highly developed recruitment component as well as a staff training component which identifies the training requirements of UNFPA staff. To the extent that an examination of existing human resources shows the need for outside recruitment for specific tasks at the middle or senior management level, a systematic search must be conducted. At the same time, the Fund must take care to ensure that outside recruitment does not interfere unreasonably with the justified career expectations of more junior staff. Such considerations must be combined with those related to the recruitment and promotion of women in UNFPA. While traditionally at the forefront of the United Nations system in employing women at the Professional level, UNFPA has observed that it has recently not progressed in this regard as much as would be desirable. The Executive Director has thus set the goal that by the end of 1991 approximately 40 per cent of UNFPA's international Professional staff should be women. In addition, the Executive Director intends to increase considerably the number of women Professionals at senior levels. In this regard, the Executive Director seeks the assistance of Member Governments to systematically propose suitable female candidates.

28. Well-defined staff development activities also require that UNFPA anticipate future staffing needs at the Professional level. For the biennium 1990-1991 the Council authorized 260 Professional posts, of which 104 are located at headquarters and 156 in the field (63 international Professional posts and 93 national Professional posts). Since these figures include a number of new Professional posts at headquarters which the Council approved in 1989 (decision 89/49), future staff increases at the Professional level are foreseen notably in the field. This includes

national Professional staff, with which UNFPA has had very good experience. In this context, it should be noted that the distinction between international and national Professional staff in the field is not one of quality (in both categories an advanced degree in a relevant field is required), but one of assignment: international Professional staff are assigned to countries other than their own, are subject to obligatory rotation and are paid according to an international pay scale. It should be noted, however, that the considerations on additional Professional staff mentioned in this paragraph will need to be examined further in light of decisions on agency support costs expected to be taken by the Council at this session.

29. UNFPA's field establishment is currently composed as follows:

(a) According to an agreement concluded between UNDP and UNFPA, the UNDP Resident Representative serves also as the UNFPA Representative. Thus, UNFPA is represented in all countries in which UNDP is represented, currently 113;

(b) In 53 of these countries, the UNFPA Representative is assisted by a UNFPA Country Director, to whom most or all programming and operational tasks are delegated. These offices also have local staff as required, including normally at least one National Programme Officer. In 10 of these 53 countries, the UNFPA Country Director is assisted not only by national staff but also by an International Programme Officer;

(c) In 32 other countries, UNFPA has established a Programme Support Unit. Each unit is staffed by local staff, including normally one National Programme Officer. Although not headed by a Country Director, most of these countries are serviced by a Country Director who resides in a neighbouring country;

(d) In sum, UNFPA has 85 field offices with its own staff, of which 77 have at least one National Programme Officer and of which 53 have a resident Country Director.

30. An important change has occurred in the last two years in UNFPA's recruitment policy, by placing increasing emphasis on substantive knowledge in the population field, on managerial capacity, and on knowledge of several languages. Thus, UNFPA requires that all new recruits (with the possible exception of specialists in Finance, Personnel or management information systems) be knowledgeable in population and related fields, such as public health, demography, sociology or education. In addition, UNFPA now attaches particular importance to a candidate's given or potential managerial capacity. This is seen as essential since most Professional staff of UNFPA will work in the programme or technical area and, given the Fund's new emphasis on the field, most such staff will be expected to spend a considerable part of their careers working in a field duty station with operational responsibilities. Hand-in-hand with this is the requirement that all new recruits be fluent in at least two United Nations languages. In implementing this new recruitment policy, UNFPA is taking a number of formal steps to broaden the base from which to recruit, including advertisements in major development-oriented publications. Moreover, the decision to recruit a candidate is now normally based upon a specific analysis of whether the prospective candidate is suitable not only for his/her initial task, but also to serve in the future in a variety of other capacities at headquarters and in the field. This policy, which has been applied since the fall of 1987, has made the recruitment process considerably more labour-intensive and time-consuming, but has also proven to be very effective. The positive results of this process are reflected in the calibre of the 29 new international Professional staff who joined UNFPA in 1988 and 1989.

31. In addition, UNFPA has introduced a new rotation and reassignment policy which stresses an exchange of assignments at headquarters and in the field, as well as between headquarters and the field. Field experience as Country Director is becoming increasingly important in the performance of daily responsibilities at headquarters, in particular those of the Chiefs of the Geographical Divisions and of the senior staff in the Technical and Evaluation Division. Thus, in future, the assignment to such senior posts will require some field experience at the managerial level.

32. In order to improve current performance and to prepare for assignments at the senior level, UNFPA is also developing a systematic staff training plan to which $1 million has been appropriated in the biennium 1990-1991.

In consonance with the new emphases of UNFPA's personnel policy, the staff training plan stresses training in substantive aspects of UNFPA's programme, programme management and United Nations languages. In the substantive areas, emphasis is given to maternal and child health/family planning (MCH/FP), information, education and communication (IEC), the interrelationship between population and development, and women in development. In the managerial area the training focuses on programme policies and procedures, financial policies and procedures and the improvement of supervisory skills.

33. Directly related to the succession planning and to the reassignment policy is the subject of performance appraisal of staff and UNFPA's promotion policy. Major efforts are currently under way to change the performance appraisal system from a purely subjective assessment by the supervisor to a system in which the staff member and supervisor discuss performance on the basis of a jointly developed work programme that clearly specifies what is expected of the staff member. It is expected that this approach and a soon-to-be-developed system of peer review will considerably improve the objectivity of the performance appraisal system.

34. The steps mentioned in the preceeding paragraphs have had two immediate results. First, they have led to a more distinct differentiation between UNDP and UNFPA in matters of personnel, notably since UNDP emphasizes the role of the development generalist, while UNFPA requires specific knowledge in population and related fields. This, in turn, means that work in the area of personnel management of UNFPA staff (recruitment, assignment, training and career development) is now almost exclusively performed by UNFPA and that consequently these substantive items on personnel management will also formally be transferred to UNFPA. At the same time, the large administrative tasks related to staff entitlements, assignment travel, removal cost and so forth will continue to be administered by UNDP on behalf of UNFPA.

IV. FUNCTIONS OF ORGANIZATIONAL UNITS AND SENIOR MANAGEMENT STRUCTURE

35. In a report submitted to the Council at its thirty-fifth session (DP/1988/42), the Executive Director reported on the specific institutional arrangements that became effective 1 September 1987. This realignment was based on an in-depth analysis of the structures and functions of the Fund as well as on extensive consultations with the heads of numerous organizations and agencies within the United Nations system, notably with the United Nations Development Programme, and with members of the Governing Council. The realignment was intended to enable the Fund to meet the increasing and more complex needs of countries for population assistance and to streamline functions and reduce the number of layers of supervision. Experience to date has shown that the realigned structure has proven effective.

36. In the realignment, the Executive Director did not make changes in the top management structure of UNFPA, consisting of the Executive Director, a post at the level of Under-Secretary-General, and of the Deputy Executive Director and the Assistant Executive Director, two posts at the Assistant Secretary-General level. The Executive Director also maintained the specific duties and responsibilities assigned to each of these posts. Hence, the Deputy Executive Director, in addition to functioning as Deputy, remains in charge of all policy matters, of relations with UNFPA's governing bodies, of information and external relations matters in general and of all matters related to finance, personnel and administration. The Assistant Executive Director remains in charge of the totality of UNFPA's programme planning, approval and implementation.

37. However, considerable changes were required at the next level of management, that of the divisions. Since 1981, UNFPA had been composed of five divisions of different sizes and weight and with functions that in the meantime had begun to overlap, namely: a Programme Division with about 40 per cent of all Professional posts at headquarters; a Policy and Evaluation Division as well as a Technical and Planning Division; an Information and External Relations Division; and an Administration and Finance Division. In accordance with UNFPA's new directions, as described above, it followed that the policy, technical and evaluative elements needed to be combined in one division. Similarly, for purposes of decentralization and efficiency, one layer of decision-making, the Programme Division, was abolished. Hence, the Executive Director chose a management structure at the division level similar to that of UNDP, except that in UNDP such units are headed at the Assistant Secretary-General level. The realigned structure of UNFPA is described below.

A. Geographical Divisions

38. The following functions, identified in the in-depth management analysis, are mainly geographically related, namely,

- To develop and implement a regional programme strategy;
- To manage the allocation of UNFPA's overall technical, personnel and financial resources for the region which vary from $25 million to $65 million per annum;
- To assist Governments in the development and implementation of the overall country strategies;
- To undertake strategic programming;
- To oversee integration of regional and country activities;
- To play an advocacy role at regional meetings and with regional institutions;
- To co-ordinate population activities with recipients, as well as with other donors and with bilateral and multilateral organizations;
- To promote technical co-operation among developing countries (TCDC);
- To oversee the considerably enlarged field responsibility;
- To conduct evaluations and analyses of lessons learned;
- To establish linkages with the substantive matters of the Technical and Evaluation Division;
- To participate in fundraising;
- To provide guidance in the co-ordination of technical backstopping.

39. The tasks outlined above are those of the Geographical Divisions. In line with the approach taken by UNDP and in line with major political, economic and socio-cultural characteristics, the Executive Director decided that UNFPA should have four such divisions, namely one for Africa, one for Arab States and Europe, one for Asia and the Pacific and one for Latin America and the Caribbean. In this context, it should be noted that previously UNFPA had had five geographical units. However, in line with recommendations from some Council members in the debate on the APSS budget at the thirty-fourth session (1987) to streamline UNFPA's structure and to avoid fragmentation of organizational units, the Middle East Branch and the Europe Branch were merged to form the Division for Arab States and Europe.

40. The Chiefs of these four divisions report to the Assistant Executive Director. In the performance of their functions, the Chiefs of these four divisions have a large degree of authority for independent decision-making, coupled with the corresponding requirement of accountability. The essential facts with regard to the realignment at the geographical level, thus, are the following: one managerial level between the Assistant Executive Director and the regional units, namely that of Chief of the Programme Division, has been abolished, and the geographical units have been raised to the level of divisions. In addition to this structural change came substantive changes: the newly created divisions were given authority for independent decision-making and were made responsible for the field staff in their respective region. This was a significant departure from past practice, since field staff previously had reported directly to the Assistant Executive Director. The structural and substantive changes were accompanied by a change in programme content and procedures: the task of developing and implementing projects was largely

decentralized to the field, while a new programme approach was developed, for which the Geographical Divisions were made fully responsible.

41. These changes required a re-examination of the levels of posts in these divisions. Thus, the joint UNDP/UNFPA Classification Panel for Professional posts recommended that the post levels of the Chiefs of the four Geographical Divisions be changed from the D-1 to the D-2 level. In view of the request of the Council in decision 89/49, paragraph 12 (e), the Executive Director provides additional information referring specifically to the Chiefs of these four divisions.

42. The Chief of each Geographical Division plans, co-ordinates, and directs programmes and activities of a diverse and complex nature. The Chief is also responsible for co-ordinating and directing the activities of Branch Chiefs, UNFPA Representatives, Country Directors, and UNFPA regional advisers, among others. The specific duties and responsibilities are as follows:

(a) The Division Chief plans, co-ordinates and directs the total performance of the division, which is responsible for dispersing the very significant resources of the Fund's technical co-operation programmes and for ensuring that objectives are achieved. He/she formulates overall programme plans and strategies at the country and intercountry level for the region as a whole, based upon an extensive knowledge of demographic, social, economic, cultural and political realities in each country and its needs for population assistance. The Division Chief also directs and co-ordinates the administrative activities required for the effective performance of the division. These include supervising the staff of the division, which varies between six and twelve Professionals and a support staff of similar size. At the field levels he/she guides UNFPA Representatives and supervises UNFPA Country Directors on all programme matters. In the specific case of Africa, he/she also supervises UNFPA regional advisers in the region.

(b) The Division Chief initiates and supervises the planning, organization and co-ordination of development missions for UNFPA programmes and projects at the country and intercountry levels through Programme Review and Strategy Development missions, review and assessment exercises, and programme/project formulation missions. In addition, the Chief assesses the viability of UNFPA programme/project objectives and recommends programmes and projects to the Programme Committee (PC) and the Project Review Committee (PRC), respectively, for submission to the Governing Council and for funding decisions. He/she also develops and negotiates future co-operation activities with Governments, executing agencies and other donor agencies.

(c) The Division Chief analyzes the performance of the programme in terms of substantive and financial activities; directs technical review and appraisal of proposals; supervises monitoring of programme implementation, including tripartite project reviews, annual country reviews and ad hoc review exercises. He/she also directs the development and implementation of innovative concepts and mechanisms intended to improve programme and project design for better implementation and consequentially directs corrective and follow-up actions upon review of monitoring reports, including modification or revision of substantive financial and personnel resources.

(d) The Division Chief represents UNFPA, as required, at regional, interregional and global meetings with reference to his/her region and co-ordinates overall strategies and programme relationships to ensure maximum co-operation and efficiency within the United Nations system. He/she represents the Fund in negotiations with high-level representatives of countries in the region and also with representatives of bilateral donors, as well as of NGOs, to ensure a concerted technical co-operation planning process and the effective achievement of related policy and programme objectives in the countries of the region. He/she participates in the mobilization of regular, bilateral and multilateral resources for technical co-operation programmes and as such assists the Executive Director in raising funds from countries of the region. He/she disseminates, through media channels in the region, the aims, purposes and activities of UNFPA. Finally, the Division Chief supervises the preparation of the Division's reports to the Governing Council, including country/intercountry programme submissions, annual reports and other documents or publications, and introduces UNFPA country programme submissions for the region to the Governing Council.

(e) The Division Chief participates in the highly significant task of Fund-wide policy formulation as a member of the following committees: Executive Committee; Management Committee; Policy and Planning Committee; Programme Committee; Project Review Committee, as well as various ad hoc task forces aimed at forming or revising policy guidelines and position papers. In his/her capacity as a UNFPA principal representative on issues of major significance to the Fund, he/she seeks policy support from members of the Governing Council, ECOSOC, and the United Nations General Assembly as well as from representatives of participating agencies. He/she co-ordinates with Governments, NGOs, bilateral and multilateral agencies on resource ultilization for population activities and guides development of strategies/activities to promote programmes.

(f) Each Division Chief has other tasks that are specific to their respective regions, i.e., participation in the Steering Committee of the United Nations Secretary-General for the implementation of the United Nations Programme of Action for African Recovery and Development, or as focal point for the least developed countries (Africa); as liaison to the League of Arab States and the Organization of the Islamic Conference (Arab States); or as participant in the Secretary-General's Central American Peace Initiative (Latin America and the Caribbean).

43. In view of the foregoing, the Executive Director strongly believes that these posts should be established, on qualitative as well as quantitative grounds, at the D-2 level.

B. Technical and Evaluation Division

44. The following functions identified in the in-depth management analysis of 1987 are universal in nature and of a technical or substantive character, namely,

- To contribute to the enhancement of the quality of the UNFPA programme;
- To be responsible for the overall substantive role of UNFPA in the area of population;
- To develop UNFPA policy and technical guidelines through reviews of UNFPA experience and of advances in the field;
- To formulate programme guidelines and appraisal aids to guarantee the application of UNFPA policies and mandates;
- To translate state-of-the-art findings into operational applications;
- To systematically collect and disseminate lessons learned from sectoral evaluations and other reviews;
- To develop the concept and practice of the Programme Review and Strategy Development exercises and to undertake them in collaboration with the Geographical Divisions;
- To give overall guidance to technical monitoring and to monitor selected projects requiring technical inputs;
- To fund strategic studies and research activities based upon an assessment of needs in policy development and programme approaches;
- To liaise with the specialized agencies, academic and other institutions on all technical matters, for the purpose of strengthening the quality of UNFPA programmes;
- To function as institutional memory.

45. These functions, which had previously been performed by two separate divisions, are now performed in one division, the Technical and Evaluation Division (TED), thereby avoiding fragmentation of effort and enhancing

efficiency and effectiveness. Since some of these functions appeared to be of a more general nature, while others appeared to be more sector-specific, the Executive Director decided that this Division should be composed of the Interregional and NGO Programmes Branch, the Evaluation Branch and three Technical Branches (i.e., Maternal and Child Health and Family Planning; Education, Communication and Youth; and Population Data, Policy and (Demographic) Research). The distinct differences between these three substantive areas do not permit them to be amalgamated into a smaller number of branches.

46. The Interregional and NGO Programmes Branch manages and co-ordinates the operation of a considerable amount of UNFPA's programme resources available for technical co-operation programmes and projects. The Branch formulates overall strategies and programme plans for the interregional and NGO programmes supported by the Fund. This is based on extensive knowledge of global programming needs; awareness of new concepts and development issues, assessing their implications for population policies and programmes; and full cognizance of the mandates and capacities of all the United Nations executing agencies and population-related NGOs. A major goal is to ensure that programmes and projects implemented at the interregional level supplement and complement regional and country-level programme needs. To achieve these goals the Interregional and NGO Programmes Branch undertakes the following tasks:

- Evaluates development potentialities and constraints for the interregional population programme within the overall UNFPA programme and the programmes of the United Nations and its specialized agencies;

- Initiates and develops UNFPA programmes and projects with agencies and NGOs through the supervision of programme/project formulation missions to agencies and NGOs;

- Applies specific standards for selection and development of projects, negotiates the modality of project implementation and methods of project financing. This, inter alia, includes: developing, through inter-agency consultations, substantive and operational plans for achieving the objectives desired, examining the adequacy of project design and assessing the implications of interregional projects on related country programmes;

- Analyzes substantive and financial data of programmes, directs technical reviews and appraisals of proposals, supervises monitoring of programme implementation, including annual reviews and ad hoc review exercises;

- Develops and advocates innovative concepts and modalities designed to improve programme and project design in accordance with UNFPA's mandate;

- Assesses and forecasts future requirements of the interregional programme and projects the availability of programme funds.

47. The Evaluation Branch is responsible for the conduct of the evaluation plans of UNFPA, including the updating of procedures and the organization of evaluation exercises. More precisely, the Evaluation Branch is to:

- Design, organize, co-ordinate and participate in UNFPA evaluations and their follow-up, including thematic evaluations, and interregional and country programme evaluations;

- Provide technical advice to Governments and co-operating agencies, undertaking technical advisory missions on evaluation as requested;

- Collaborate with other units of the Fund, serving as a technical and support resource regarding organization, implementation and use of evaluation;

- Maintain and update the database of lessons learned from evaluations, analyze lessons in the database for summary reports to UNFPA staff, Governments, and agencies;

- Provide technical advice on, and participate in, development and revision of various UNFPA guidelines related to monitoring and evaluation;

- Review project submissions to the PRC, providing technical comments on design and feasibility of evaluation;

- Design training modules and participate in training in monitoring and evaluation;

- Prepare Governing Council reports, participate in UNFPA committees and task forces and in international meetings.

48. The Technical Branches are responsible for a variety of tasks aimed at enhancing the scientific foundation for the formulation, implementation and evaluation of UNFPA-supported population policies and programmes in the developing countries. Specifically the Branches:

- Conceptualize, develop and articulate the Fund's strategy in the corresponding sectors;

- Plan and implement periodic reviews and assessments of new and emerging developments in the various sectors and develop guidelines on the introduction of new technical concepts into the programme;

- Formulate and recommend to the Fund the funding guidelines for UNFPA assistance in the corresponding sector;

- Provide technical support for the implementation of the UNFPA programme, including playing a major role in PRSD exercises, programme development, technical monitoring, evaluation, review and follow-up;

- Plan, prepare and participate in thematic evaluations in the respective sector as a part of the work programme of the Fund's evaluation activities;

- Prepare regular submissions to the Governing Council on subjects of a policy and technical nature;

- Plan and organize technical meetings at the global level and provide technical advice and support to all conferences and seminars organized by UNFPA and also provide technical representation of UNFPA at international meetings and conferences;

- Collaborate on technical matters with the specialized agencies and other organizations of the United Nations system;

- Identify consultants and participate in their briefings and debriefings.

49. The post of Chief of the former Policy and Evaluation Division had been set at the D-2 level. Given the increased level of responsibilities of the post of Chief of the Technical and Evaluation Division, the Classification Panel confirmed the D-2 classification of the post. The Panel also confirmed the existing D-1 classifications of two other posts in TED, namely of the Chiefs of the Interregional and NGO Programmes Branch and of the Evaluation Branch. In view of the strategic importance of the three Technical Branches, the Classification Panel classified the posts of Chiefs at the D-1 level. All classification recommendations for TED were accepted by the Council in decision 89/49, paragraph 12, and have been implemented by the Fund.

C. Programme Co-ordination, Management and Field Support Office

50. At the time of the realignment in September 1987, the Executive Director observed that there were a variety of strategic and service functions required in order to facilitate the further decentralization of the management of

the Fund. She also observed that such functions had to be performed for UNFPA as a whole, rather than on a regional basis, but were by nature related to neither the tasks of the Technical and Evaluation Division (see above) nor those of the Division for Finance, Personnel and Administration (see below). These functions are as follows:

- To conduct mid-term forward planning on a Fund-wide basis of programme funds, currently totalling more than $700 million for the four-year period, and to monitor the utilization of these funds by the organizational units of the Fund;

- To be in charge of development of policies and procedures on a Fund-wide basis;

- To provide secretariat services to three Fund-wide decision-making committees in UNFPA;

- To monitor field concerns and to strengthen the field office structure;

- To provide for a management information system (MIS) for headquarters and field offices to ensure more effective programme formulation and implementation and to support all major administrative tasks in UNFPA;

- To provide for statistical analysis of demographic, socio-economic and programme-related data on a Fund-wide basis;

- To provide for staff training in substantive, procedural and management areas;

- To provide for library and population information services on a Fund-wide basis.

51. These tasks, which previously had either not been performed at all (MIS, staff training, secretariat services for some major committees) or performed in an uncoordinated manner by separate organizational units, were combined in a Programme Co-ordination, Management and Field Support Office which, in view of the strategic importance of its tasks, was made part of the Office of the Executive Director. The PCMFSO is divided into units which correspond to the major functions to be performed, as follows.

52. The Policy and Programme Co-ordination Unit is responsible for the development and proper application of programme and operational policies and procedures, including the maintenance and updating of the Policies and Procedures Manual. To this end, it organizes task forces and working groups composed of representatives of the concerned organizational units of the Fund to review specific issues, identify problems and propose modifications of policies and procedures to address these problems. The Unit also informs and clarifies programme policies and procedures for the field offices. Staff training of various kinds, including orientation sessions for new staff, are developed, organized and co-ordinated by this Unit in order to improve the technical and managerial quality of the personnel at headquarters and in the field. The Policy and Programme Co-ordination Unit serves as the secretariat for three key decision-making bodies of the Fund: Programme Committee (PC), Policy and Planning Committee (PPC), and Project Review Committee (PRC).

53. The Planning and Statistics Unit is responsible for the development of annual and long-term programme resource utilization plans taking into consideration the changing and increasing needs for UNFPA assistance at the country and intercountry levels, as well as emerging substantive population issues. The Unit monitors, on a continuing basis, the level and pattern of project/programme allocations in order to facilitate the optimal use of available resources. It is also responsible for compiling relevant demographic, health and socio-economic data in appropriate formats to be used for technical work, programme evaluation and management decisions. For this purpose, the Unit liaises closely with the substantive units of the United Nations system, as well as with academic and research institutions.

54. The Management Information System (MIS) Unit is responsible for the development of a Fund-wide office automation and management information system in accordance with the strategy approved by the Governing Council

in 1989 (document DP/1989/42). The strategy is to optimize the effectiveness of the personnel resources of UNFPA through the automation of office and administrative functions and through the provision of financial, administrative, programme and substantive data and information. It also seeks to facilitate the monitoring of the implementation of policy- and programme-related decisions. These goals are to be achieved through the establishment of a decentralized but co-ordinated information system, with a strong user orientation allowing each organizational unit to manage and use data through a Local Area Network (LAN) and through communication links among the units as well as between field offices and headquarters. Consequently, MIS is in the process of establishing a number of systems, including the Programme Management System (PMS), the Funds Control System (FCS) and the Programme/Project Monitoring and Evaluation (PPME) system. The MIS Unit is also responsible for determining hardware and software specifications both to ensure optimal efficiency and to standardize the equipment and software in field offices and headquarters in order to achieve maximum compatibility. The Unit is also charged with organizing appropriate training programmes for UNFPA staff members on softwares such as WordPerfect, Lotus 1-2-3 and dBase III as well as on management information systems.

55. The Library and Population Information Services Unit is responsible for the management of the UNFPA Library and for meeting the information needs of headquarters and field office staff, as well as of consultants, especially for their substantive and programming work. It provides basic research, reference and clearinghouse services, including electronic searches on population-related issues for the United Nations and development community. It also helps establish field office libraries by providing basic population reference materials, as well as training in library services for field staff. The Unit also provides technical backstopping for country and regional population information networks and serves as a focal point for the global population information network.

56. Thus, the PCMFSO performs, through its organizational units, a number of critical staff functions that enhance the effectiveness of programme development and implementation, in accordance with the strategic programme development approach and decentralized administrative procedures. The Classification Panel recommended that the post of Chief of PCMFSO be classified at the D-2 level and the posts of the Chiefs of the individual units at the P-5 level. The Council, in decision 89/49, paragraph 12, approved these recommendations.

D. Division for Finance, Personnel and Administration

57. The Division for Finance, Personnel and Administration has been affected not only by UNFPA's realignment of functions and operations at headquarters but also very significantly by the key interrelated principles that underlie the new directions being pursued, notably, the greater decentralization to the field of project approvals by UNFPA Country Directors and the broader selection of Governments and NGOs as executing agencies of UNFPA projects. As a result of these changes, the operations of the Finance Branch have increased significantly. Also, as a result of new organizational arrangements with UNDP on the provision of financial services, with effect from June 1988, UNFPA is wholly responsible for all financial activities under its Financial Regulations and Rules. The Division manages all UNFPA treasury and accounting functions, assuming direct responsibility for the financial operations of projects executed by Governments, NGOs and UNFPA itself (approximately half of all project expenditures), as well as the consolidations of accounts of projects executed by United Nations specialized agencies. The Division also manages all administrative budgeting functions of UNFPA headquarters and the Fund's network of field offices, while it relies on services provided by UNDP at headquarters and in the field for the maintenance of its accounting records. The responsibilities of UNFPA's Personnel Branch have also increased considerably, as described in chapter III above. Finally, the functions of the Administrative Branch were expanded after the realignment of September 1987 with the transfer of the Procurement Unit to the Division. This Unit previously reported directly to the Deputy Executive Director.

58. Thus, the Division furnishes budgetary, financial, personnel, management analysis, inventory, procurement and administrative support services. It is responsible for:

- The co-ordination and preparation of organizational, administrative and financial policies and procedures;
- The preparation of financial, budgetary and administrative documents for external bodies;

- The approval and certification of administrative, financial and personnel actions;

- The operation of UNFPA's financial system;

- The direction of UNFPA's treasury operations;

- The direction of UNFPA's personnel policies and procedures and the management of all personnel actions at headquarters and in the field;

- The control of procurement and inventory;

- The provision of administrative services.

59. The Finance Branch is responsible for:

- Advising the management of the Fund on the formulation of financial, budgetary and accounting policies and the interpretation and application of UNFPA Financial Regulations and Rules, as well as financial policies and procedures;

- Formulating and applying financial, budgetary and accounting regulations, rules and procedures;

- Preparing budgetary and financial documents and reports for submission to the Governing Council and other external bodies;

- Administering budgetary allocations and the financial management control systems for all projects and administrative accounts established for UNFPA's regular resources and its trust funds;

- Directing all treasury activities, including investments and placements of UNFPA funds;

- Following up on financial and management audits by internal and external audits that bear on the accounts and financial systems of the organization.

While the Branch receives some accounting services from the Division of Finance of UNDP, it is the Finance Branch of UNFPA that is ultimately responsible for the financial management of UNFPA's resources of currently $190 million per annum.

60. The Personnel Branch is responsible for personnel management and the development and implementation of personnel policies and procedures including recruitment, career development, placement, human resources planning, job classification and staff benefits issues. The Branch is entrusted with the formulation and implementation of an integrated, systematic and equitable personnel policy, aiming at optimal development and utilization of staff resources. While the Branch receives administrative services from the Division of Personnel of UNDP in the area of administration of entitlements, it is the Personnel Branch of UNFPA that is ultimately responsible for the management of UNFPA's human resources of currently between 600 and 700 staff members.

61. The Administrative Branch is responsible for the provision of effective administrative management services covering the UNFPA activities at headquarters and in the field. It includes the Procurement and Travel Units. The Branch:

- Provides documentation, registry and communication services;

- Makes arrangements for the leasing and management of office premises and for obtaining appropriate insurance coverage;

- Provides a full range of services for official travel for headquarters staff;

- Liaises with other United Nations service units to provide administrative services to field personnel.

The Procurement Unit is responsible for procuring materials and equipment for headquarters use and for providing procurement services to government-executed projects, including preparation of specifications, obtaining of price quotations, preparation of tender documents, evaluation of bids, issuance of purchase orders and contracts, and maintenance of inventory records. The volume of procurement is currently at about $25 million per annum.

62. The Division Chief participates in the highly significant task of Fund-wide policy formulation as a member of the following committees: Executive Committee; Management Committee; Policy and Planning Committee; Programme Committee; Project Review Committee (of which he/she is a Vice-Chairman) and various ad hoc task forces aimed at forming or revising policy guidelines and position papers. He/she represents UNFPA in all fora of the United Nations system dealing with financial, personnel or administrative matters, including the Fifth Committee of the General Assembly and the Budget and Finance Committee of the Governing Council, as well as the relevant subsidiary organs of the Administrative Committee on Co-ordination (ACC).

63. Based on the tasks performed by the Chief of the Division, the Classification Panel has recommended the upgrading of this post from the D-1 to the D-2 level. This level reflects more accurately the wide variety of tasks and the quantitative and qualitative aspects of the responsibilities of the most senior officer of the Fund in charge of all financial, personnel and administrative matters and who reports directly to the Deputy Executive Director. The Executive Director thus reiterates her view that the post should be established at the D-2 level in order to bring it in line with similarly rated posts in other organizations of the United Nations system.

E. Information and External Relations Division

64. In the area of information and external relations functions, which until 1987 had been the responsibility of the Information and External Relations Division (IERD) and the Office of the Executive Director, the Executive Director decided to consolidate all such functions administratively in the Information and External Relations Division. This ensures increased efficiency and effectiveness and better orchestration of the Fund's information and external relations activities, which had increased in importance as UNFPA's programme grew in size and complexity. As a result of the realignment, IERD comprises three branches: the Editorial, Publications and Media Services Branch; the Governing Council, United Nations Liaison and External Relations Branch; and the European Liaison Office in Geneva. In addition to its primary function of promoting awareness, both in developed and developing countries, of the social, economic and environmental implications of national and international population problems (as mandated in ECOSOC resolution 1763 (LIV)), IERD performs the following functions:

65. The Editorial, Publications and Media Services Branch is primarily responsible for the following activities:

- Functioning as an information service for UNFPA, providing information on and drawing public attention to UNFPA activities and producing all materials for external distribution;

- Providing information to and holding briefings for news media (press, radio, television, film) on the Fund's activities and on important population issues, encouraging these various media to undertake their own coverage of UNFPA's work and matters relating to the population field;

- Maintaining a close working relationship with governmental information services, national and local information media, educational and non-governmental organizations;

- Providing direct support for various media and publication projects, in both developing and developed countries, related to population and development, including project analysis, funding and implementation;

- Advising and assisting UNFPA field representatives about UNFPA information efforts, including providing translations and adaptations of information materials into local languages, as well as briefing and coverage arrangements for local and visiting news media representatives;

- Co-ordinating global UNFPA media/information activities in conjunction with major media events publicizing important aspects of population and related matters.

66. IERD's Governing Council, United Nations Liaison and External Relations Branch performs the following functions:

- Oversees and co-ordinates UNFPA's relations with each of the Fund's three governing bodies (the Governing Council, ECOSOC and the General Assembly), as well as with the United Nations Administrative Committee on Co-ordination (ACC) and its principal subsidiary committees, and with population and other non-governmental organizations that work with the United Nations;

- Plays a lead role in co-ordinating the Fund's relations with the Office of the Director-General for Development and International Economic Co-operation and other relevant offices and divisions of the United Nations Secretariat, with UNDP, and with other organizations, funds and specialized agencies in the United Nations system;

- Organizes and serves as Secretariat for special events within the United Nations system that relate to the UNFPA mandate and operations;

- Co-ordinates and/or provides substantive materials for, as well as represents UNFPA in, the parliamentary activities of global, regional and national groups that deal with population;

- Organizes and provides secretariat services for all meetings and conferences sponsored or co-sponsored by UNFPA.

67. The European Liaison Office in Geneva is responsible for:

- Maintaining UNFPA's relations at United Nations headquarters in Geneva;

- Maintaining liaison with European donor Governments in matters relating to fundraising, meetings and parliamentarian activities;

- Functioning as a regional office for Europe in lieu of Country Directors.

68. The duties and responsibilities of the Chief of the Information and External Relations Division existed previously and had been classified at the D-2 level. The Classification Panel, when re-examining post classifications in the fall of 1988, retained this classification, as well as the D-1 classification for the post of Chief of the European Liaison Office. It established the post of Chief of the Governing Council, United Nations Liaison and External Relations Branch, who also functions as Deputy to the Division Chief, at the D-1 level and the post of Chief of the Editorial, Publications and Media Services Branch at the P-5 level. The Council, in decision 89/49, paragraph 12, approved all these recommendations.

F. Special Unit for Women, Population and Development

69. The Special Unit for Women, Population and Development, reporting directly to the Executive Director, is responsible for promoting the incorporation of gender considerations into all population policies and programmes supported by the Fund to ensure that they provide for a larger role for and benefit to women. The responsibilities of the Special Unit therefore are:

- To prepare and advise on policies and programme procedures;

- To provide technical support to organizational units;

- To co-ordinate and monitor the implementation of the Fund's directives on women's matters by all organizational units;

- To organize training on Women in Development for staff, regional advisers, national counterparts and others involved in programme and project work;

- To develop and maintain close working relationships with other agencies and organizations within the United Nations system and other development assistance organizations, including the co-ordination of joint activities such as training and programme development;

- To work within the NGO network to promote women, population and development activities;

- To prepare UNFPA's contribution to all reports on the subject of women prepared within the United Nations system in response to General Assembly and ECOSOC resolutions and Governing Council decisions;

- To assist Governments in the preparation of relevant policies and programmes and to aid UNFPA's field offices in the implementation of the Fund's strategies in the area of women;

- To undertake promotional and advocacy activities.

In addition to the above responsibilities, the Special Unit has its own budget for initiating and supporting innovative projects designed for the advancement of women. Thus, in UNFPA, the tasks of the United Nations Development Fund for Women (UNIFEM) and of the Division for Women in Development of UNDP are combined.

70. The posts in the Special Unit were not classified during UNFPA's first round of classification in 1985, as the Unit did not yet exist at that time. As part of the classification of posts in the fall of 1988, the Panel recommended that the post of the Chief of the Special Unit be classified at the D-1 level, a recommendation which the Council accepted in its decision 89/49.

G. Resource Development Unit

71. Resource development has always been an important function within UNFPA. However, this function has become even more crucial following the International Forum on Population in the Twenty-first Century held in Amsterdam last November, which through its Declaration expressed concern that "unless effective action is taken immediately, future resources will be woefully inadequate". The Declaration therefore called for a doubling of the present national and international input into population programmes by the year 2000. To achieve this goal, it is very likely that the international assistance channeled through UNFPA would increase proportionately or even much more.

72. The Resource Development Unit (RDU) provides continuous advice to the Executive Director, the Deputy Executive Director and the Assistant Executive Director on all aspects of fundraising. The Unit is responsible for monitoring and evaluating trends, preferences and activities of current and potential donors and for making recommendations on appropriate courses of action. These recommendations form the basis for UNFPA's fundraising strategy, a strategy that the Unit is primarily responsible for implementing and adjusting, if necessary.

73. The Resource Development Unit has also overall responsibility for UNFPA extra-budgetary financing, which for the most part is done through multi-bilateral arrangements. The Unit is responsible for developing a systematic approach to extra-budgetary financing and for negotiating agreements with potential donors. Once agreements have

been reached, the Unit is responsible for the general management of the extra-budgetary programme, while the individual projects are managed by the operating divisions in UNFPA.

74. The Resource Development Unit has an advocacy role vis-a-vis specific multi-bilateral donors and potential new donors in so far as it is incumbent on the Unit to negotiate with all interested parties -- national donor and recipient country representatives, as well as authorities at foreign ministries/aid agencies internationally and appropriate executing agencies -- on matters relating to ongoing multi-bilateral projects or to new multi-bilateral funding proposals.

75. The Resource Development Unit has a servicing role for multi-bilateral donors whereby it maintains a timely flow of project monitoring and financial reports to those donor countries/organizations supporting ongoing multi-bilateral activities. In general, the Unit keeps the donors informed of the progress of the projects they are supporting and of other activities in which they may wish to participate. It is also incumbent on RDU to plan and organize regular meetings with donor representatives to review ongoing multi-bilateral programmes and to study new project proposals.

76. The Unit, having been created as a result of the realignment of headquarters functions in September of 1987, was classified for the first time in the fall of 1988. The classification by the Panel of the post of the Chief of the Unit at the D-1 level has not yet been approved by the Governing Council. The Executive Director herewith reiterates her proposal to approve this post at the D-1 level.

V. POST CLASSIFICATIONS

77. For budgetary reasons, all regular posts in UNFPA's APSS budget must be classified in accordance with the grade levels as defined in the classification standards formulated by the International Civil Service Commission (ICSC) of the United Nations. In the United Nations system, post classification is mandatory, and specific rules have to be followed which have been developed by the ICSC and approved by the General Assembly.

78. Post classifications are based on job descriptions which in turn describe the tasks performed in a particular post and the levels of the duties and responsibilities which the posts represent. Thus, it is essentially through the process of post classification that a United Nations organization evaluates and determines the importance of the post and its value -- in comparison to all other posts -- to the organization for the achievement of its objectives.

79. Given that post classifications are based upon post descriptions which in turn are based upon the functions to be performed in the given organizational structure, UNFPA, following its realignment at headquarters, was obliged to establish post classifications for all newly created posts. In addition, as required by ICSC methodology UNFPA had to examine all previously existing posts affected by the realignment to determine whether the change in tasks had an effect on the classification of the post. Thus, UNFPA did not have the option to determine whether or not it wished to re-examine the classification of posts, since the process was mandatory.

80. The classification process functions as follows: Staff members and their supervisors jointly prepare the post descriptions, which are then submitted to the Division Chief concerned for approval, or, in the case of more senior posts, to the Deputy Executive Director or the Assistant Executive Director. The Division of Personnel of UNDP and the Personnel Branch of UNFPA then make a joint technical assessment as to the grade of the posts, based upon the Master Standard of the ICSC, and present this to the Classification Panel in the form of a proposal. In the case of UNFPA, the Panel is a panel established jointly with UNDP, composed of four senior staff members from UNDP and one from UNFPA. The Classification Panel reviews each job description, considers the proposal made by UNDP's Division of Personnel and UNFPA's Personnel Branch and then makes a formal recommendation to the Executive Director. The Executive Director, having accepted the recommendations of the Panel, submits them, through the Advisory Committee on Administrative and Budgetary Questions (ACABQ), to the Governing Council for approval.

81. During the deliberations of both the Advisory Committee and the Governing Council, questions were raised last year on the structure of UNFPA, which, it was said, appeared to be shaped not as a pyramid, as it should be, but more as a diamond. This is not the case, however, if one considers three essential facts: (a) that posts at levels P-3 and P-4 are not supposed to and do not normally have a supervisory function over posts at P-2 or P-3 levels; (b) that headquarters and field should be seen as a combined structure; and (c) that UNFPA's 93 national Professional posts, established in the field at levels equivalent to P-1 to P-4, need to be included. This leads to a structure of UNFPA with the classical pyramid shape, as follows:

Professional Posts	1/	
USG	1	
ASG	2	
D-2	8	
D-1	16	
P-5	83	
P-4)		
P-3)	150	2/
P-2)		
P-1)		
	260	

82. At its thirty-sixth session, the Governing Council in decision 89/49, paragraph 12, approved all classification recommendations of the Executive Director, as submitted in the proposed administrative and programme support services (APSS) budget for the biennium 1990-1991 (document DP/1989/41 and Corr.1), up to and including the P-5 levels. In addition, the Council approved five out of six requested post classifications at the D-1 level (namely three posts as Chief of a Technical Branch in the Technical and Evaluation Division, the post of Chief of the Special Unit for Women, Population and Development, and the post of Deputy of the Chief of the Information and External Relations Division) and one out of six requested post classifications at the D-2 level (namely the post of Chief of the Programme Co-ordination, Management and Field Support Office). The Council decided to continue consideration of the classification of six other posts, one at the D-1 level (Chief, Resource Development Unit) and five at the D-2 level (four posts of Chief of a Geographical Division, one post of Chief of the Division for Finance, Personnel and Administration) at its thirty-seventh session, to be based upon a detailed report "on all staff reclassifications at these levels and their functions", which the Executive Director is submitting herewith. A summary of the status of all post classifications at the D-1 and D-2 levels is presented in tabular form in Annex 1 to this document. Another table, contained in Annex 2, shows UNFPA's organizational structure and the post classifications of all senior posts. The six posts mentioned above, on which the classification decision is pending, are specially identified.

83. The Executive Director would like to add that the classification of the posts of a particular organization cannot be seen in isolation. Rather, the same classification criteria and salary levels are applicable throughout the entire United Nations system. Post classification is thus essentially a process based upon three criteria:

1/ All approved Professional posts at headquarters and in the field as currently approved, plus the six classifications requested in this paper.

2/ Includes 57 international Professional posts at headquarters and in the field, and 93 national Professional posts at levels NO-A to NO-D, which are roughly equivalent to P-1 to P-4, respectively.

- The level of responsibility of the assigned task;

- The required level to attract or retain highly qualified staff;

- The similarity of approach and the comparability of the results of the classification process with those of other United Nations organizations.

84. In light of the mandate of UNFPA, the tasks entrusted to it by the international community and the functions performed by its major organizational units, the Executive Director herewith reiterates the request made to the Governing Council at its thirty-sixth session for the approval of the classification of the remaining six Professional posts at headquarters, which she regards as essential in order to permit her to effectively manage the Fund, as follows:

- Chief, Africa Division: D-2
- Chief, Division for Arab States and Europe: D-2
- Chief, Asia and the Pacific Division: D-2
- Chief, Latin America and the Caribbean Division: D-2
- Chief, Division for Finance, Personnel and Administration: D-2
- Chief, Resource Development Unit: D-1.

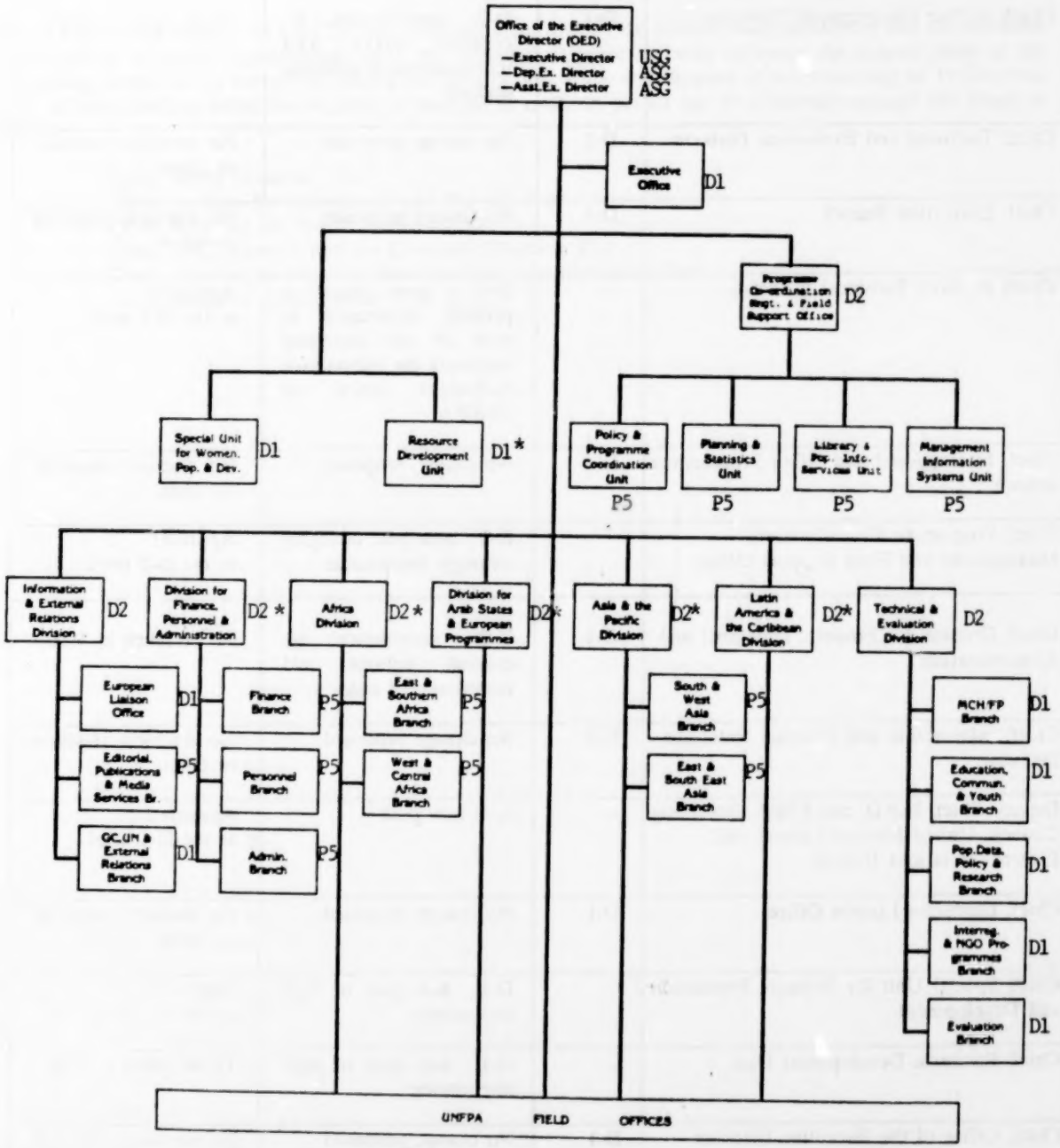
Annex 1

Summary of post classifications at D-1 and D-2 levels

Post	Previous Rating (1985)	Executive Director's Proposal and Rationale	Council Decision taken in 1989
Chiefs of four Geographical Divisions	D-1	D-2: considerably increased tasks and independence in decision-making	To be taken in 1990
Chief, Technical and Evaluation Division	D-2	No change proposed	No decision required or taken
Chief, Evaluation Branch	D-1	No change proposed	No decision required or taken
Chiefs of three Technical Branches	--	D-1: new posts of primary importance in view of the increased emphasis on substantive technical work of UNFPA	Approved at the D-1 level
Chief, Interregional and NGO Programmes Branch	D-1	No change proposed	No decision required or taken
Chief, Programme Co-ordination, Management and Field Support Office	--	D-2: new post of highly strategic importance	Approved at the D-2 level
Chief, Division for Finance, Personnel and Administration	D-1	D-2: considerably increased volume and complexity of tasks	To be taken in 1990
Chief, Information and External Relations Division	D-2	No change proposed	No decision required or taken
Deputy Chief, IERD, and Chief, Governing Council, United Nations Liaison and External Relations Branch	--	D-1: new post	Approved at the D-1 level
Chief, European Liaison Office	D-1	No change proposed	No decision required or taken
Chief, Special Unit for Women, Population and Development	--	D-1: new post of high importance	Approved at the D-1 level
Chief, Resource Development Unit	--	D-1: new post of high importance	To be taken in 1990
Chief, Office of the Executive Director	D-1	No change proposed	No decision required or taken

ANNEX 2

UNITED NATIONS POPULATION FUND



September 1988

* The posts with an asterisk are the six posts in question.

UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
General

DP/1990/53
11 April 1990

ORIGINAL: ENGLISH

Thirty-seventh session
28 May - 22 June 1990, Geneva
Item 6 of the provisional agenda
UNFPA

SUPPORT

UNITED NATIONS POPULATION FUND

Report of the Executive Director on the criteria and procedures for the establishment of temporary and regular posts in the field and at headquarters and proposal on the conversion of existing temporary local posts in the field

Summary

At its thirty-sixth session, in June 1989, the Governing Council requested the Executive Director in decision 89/49, paragraph 6, to present to the Council at its thirty-seventh session a proposal for the conversion of 57 existing temporary local posts (referred to in decision 88/36, paragraph 7) and 89 existing temporary local posts (referred to in decision 88/36, paragraph 9) into regularly established posts, together with the criteria and procedures for establishment of temporary and regular posts in the field and at headquarters. In this document, the Executive Director provides such a proposal and presents, for Council approval, the criteria and procedures that the Fund follows for establishing regular, and in defined cases temporary, posts at headquarters and in the field.

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INTRODUCTION

1. At its thirty-sixth session, in June 1989, the Governing Council, in decision 89/49, paragraph 6, requested the Executive Director to present to the Governing Council at its thirty-seventh session in June 1990 a proposal for the conversion of 57 local posts (referred to in decision 88/36, paragraph 7) and 89 local posts (referred to in decision 88/36, paragraph 9) from their present status of temporary posts into regularly established posts, together with the criteria and procedures for establishment of temporary and regular posts in the field and at headquarters.

2. In this report, the Executive Director is requesting the Council's approval to convert the remaining existing temporary local posts into regular field posts in order to conclude the process of integrating international and local field staff into the administrative and programme support services (APSS) budget, which began in 1986. The Executive Director also presents for the Council's consideration and approval, UNFPA criteria and procedures for establishment of regular, administrative posts at headquarters and in the field.

I. REGULARIZATION OF REMAINING LOCAL POSTS IN THE FIELD

3. It should be recalled that as part of the concluding phase of the process of integrating international field posts into the APSS budget, the Executive Director, in document DP/1987/41, proposed that a total of 289 locally-recruited administrative and programme staff posts be integrated into the APSS budget. This group of local staff comprised at the time, 49 national officers; 160 administrative and programme support assistants and secretaries; and 80 ancillary personnel (messengers, drivers, watchmen, guards and cleaners) providing a variety of office services. The Advisory Committee on Administrative and Budgetary Questions (ACABQ), in its report DP/1987/44, paragraph 18, recommended that the Council approve the Executive Director's request. However, in paragraph 5 of decision 87/31 of June 1987, the Governing Council accepted the establishment of the 289 local posts in the APSS budget only as temporary posts.

4. In document DP/1988/42, submitted to the thirty-fifth session in June 1988, as part of the Fund's review of staffing requirements to support a new programme planning and implementation strategy and its efforts to strengthen UNFPA's field presence in sub-Saharan Africa, the Executive Director again recommended to the Governing Council that the 289 existing temporary local posts be converted to

regular status, together with 57 new local posts necessitated by the setting up of new field offices and the strengthening of some existing field offices, as proposed in documents DP/1988/39 and DP/1988/42. The Executive Director further recommended the approval of four new Country Director (then called Deputy Representative and Senior Adviser on Population) posts and the redeployment of four international posts in the capacity of Country Directors from other duty stations in order to strengthen UNFPA's field presence in sub-Saharan Africa. The Governing Council, having considered document DP/1988/42, decided in decision 88/36 to establish 289 local posts as regular posts in the APSS budget, with up to 200 to be established effective for the current biennium (1988-1989) and the balance to be established in the framework of the forthcoming biennial budget (1990-1991). Furthermore, in paragraph 7 of the same decision, the Governing Council approved the establishment, in the APSS budget for the biennium 1988-1989, of 57 new local posts, but only as temporary posts.

5. In June 1989, at the thirty-sixth session of the Governing Council, the Executive Director requested the regularization of the remaining 89 of the 289 local posts, as well as of the 57 temporary posts. She also requested the Council's approval of 49 additional local posts (document DP/1989/41). Following consideration of the 1990/1991 biennial budget request (DP/1989/41), the Governing Council, in decision 89/49, requested the Executive Director to present to the Council at its thirty-seventh session (1990) a proposal for the conversion of 89 existing temporary local posts and 57 existing temporary local posts into regularly established posts, together with the criteria and procedures for the establishment of temporary and regular posts in the field offices and at headquarters. This, in essence, postponed the regularization of the remaining 89 existing temporary posts, which had been foreseen in decision 88/36 to take place within the framework of the 1990-1991 APSS budget. The Council did decide, however, to approve outright, as regularly established local posts, the 49 new posts requested for the first time in document DP/1989/41 (decision 89/49, paragraph 5). In view of Council decision 88/36, which decided that the balance of the 89 existing temporary local posts be established within the framework of the 1990-1991 budget, and in view of the need to ensure equal status of all UNFPA field posts, the Executive Director recommends that the remaining 146 existing temporary local posts be regularized within the framework of the APSS budget.

II. CRITERIA AND PROCEDURES FOR ESTABLISHING REGULAR POSTS

6. Following the thirty-second session of the Governing Council in June 1986, UNFPA's view and practice has been that, in principle, posts proposed by the Fund for establishment in the APSS budget are regularly established posts, submitted under the general guidelines set forth in document DP/1986/42. The Governing Council, in decision 86/35, paragraph 8, approved the guidelines with regard to administrative and programme support personnel but exclusive of project-funded services for which the Executive Director should report annually to the Council with detailed information on such headquarters-based activities. These criteria-establishing guidelines define UNFPA's regularly established posts as

those that are engaged in carrying out, on a continuing year-round basis within the headquarters establishment or in the UNFPA field offices, commonly accepted administrative and programme support services, comparable to those of other United Nations organizations. Such posts are proposed by UNFPA normally as regularly established posts in the field and/or at headquarters.

7. Temporary posts have been included in the UNFPA APSS budget for a limited period of time under two circumstances: (a) when the Executive Director expressly makes such a request to the Council to enable her, on a provisional basis, to cover, either in the field or at headquarters, expanded or new administrative or programme support functions for which a permanent level of staffing has yet to be determined or is deemed not required; or (b) when, in the exercise of its prerogatives, the Governing Council decides to approve posts as temporary, even if proposed by the Fund as regular posts, in order to enable the Council to review these posts at future sessions. For example, in decision 88/36, the Council approved as temporary posts two Professional posts in UNFPA's MIS Unit for the purpose of assisting and monitoring the development of the Fund's management information system (MIS). The following year, the Council regularized these two posts, effective January 1990, and approved as temporary posts two new MIS posts (decision 89/49). All four posts had been requested as regular posts. Under either of the circumstances noted above, however, the Fund is obliged to submit its proposals, through the ACABQ, to the Governing Council.

8. All UNFPA recruitment to established regular or temporary international or local posts are undertaken in line with United Nations Regulations and Rules. Initial employment contracts given under the 100 series against established post are normally for a fixed term of two years; in the case of established temporary posts, fixed-term contracts under the 100 series cover either a two-year period or the specified period of budgetary approval of the temporary posts, whichever is shorter. Staff on temporary posts cannot receive probationary contracts leading to permanent contracts and thus remain on fixed-term status until such time when the established temporary posts are converted to regular posts by the Governing Council. It has been possible for the Fund to consider, and carry out, as programme needs demand, transfer of professional international posts from headquarters to the field and from one geographical region to another. This managerial tool has not been applied in general terms to the local posts that may become vacant or, for programme reasons, are temporarily frozen.

III. CONCLUSION

9. The Executive Director requests that the Council approve the regularization of the 146 established temporary local posts in the 1990/1991 biennium in order to bring to a close the process begun in 1986 of regularizing and systematizing UNFPA staffing in the field. Such a decision does not require an increase in the appropriation for the APSS budget for the biennium 1990-1991, nor for future biennia. The Executive Director further recommends that the Council approve the criteria and procedures for establishing posts at headquarters and in the field, as described in this report.